[00:00:00] Mastery by Robert Greene introduction the ultimate power everyone holds his

[00:00:06] fortune in his own hands like a sculptor the raw material he will fashion into a figure but it's the same with that type

[00:00:13] of artistic activity as with all others we are merely born with the capability to do it the skill to mold the material

[00:00:20] into what we want must be learned and attentively cultivated Johann Wolfgang von go with it there exists a form of

[00:00:27] power and intelligence that represents the high point of human potential it is the source of the greatest achievements

[00:00:34] and discoveries in history it is an intelligence that is not taught in our schools nor analyzed by professors but

[00:00:40] almost all of us at some point have had glimpses of it in our own experience it often comes to us in a period of tension

[00:00:47] facing a deadline the urgent need to solve a problem a crisis of sorts or it

[00:00:52] can come as the result of constant work on a project in any event pressed by circumstances we feel unusually

[00:00:59] energized and focused our minds become completely absorbed in the task before us this intense concentration Sparks all

[00:01:07] kinds of ideas they come to us as we fall asleep out of nowhere as if springing from our unconscious at these

[00:01:13] times other people seem less resistant to to our influence perhaps we are more attentive to them or we appear to have a

[00:01:21] special power that inspires their respect we might normally experience life in a passive mode constantly

[00:01:26] reacting to this or that instant but for these days or weeks we feel like we can determine events and make things happen

[00:01:33] we could express this power in the following way most of the time we live in an interior world of Dreams desires

[00:01:40] and obsessive thoughts but in this period of exceptional creativity we are impelled by the need to get something

[00:01:47] done that has a practical effect we force ourselves to step outside our inner chamber of Habitual thoughts and

[00:01:54] connect to the world at these moments suddenly exposed to new details and ideas we become more inspired and

[00:02:00] creative once the deadline has passed or the crisis is over this feeling of power and heightened creativity generally

[00:02:07] Fades away we return to our distracted state in the sense of control is gone the problem we face is that this form of

[00:02:13] power and intelligence is either ignored as a a subject of study or surrounded by all kinds of myths and misconceptions

[00:02:20] all of which only add to the mystery we imagine that creativity and Brilliance

[00:02:25] just appear out of nowhere the fruit of natural Talent or perhaps of a good mood or an alignment of the Stars

[00:02:32] it would be an amendment's help to clear up the mystery to name this feeling of power and to understand how it can be

[00:02:38] manufactured and maintained let us call this sensation Mastery the feeling that

[00:02:43] we have a greater command of reality other people and ourselves although it

[00:02:48] might be something we experience for only a short while for others masters of their field it becomes their way of life

[00:02:55] their way of seeing the world and at the root of this power is a simple process that leads to Mastery one that is

[00:03:02] accessible to all of us the process can be Illustrated in the following manner let us say we are learning the piano or

[00:03:09] entering a new job where we must acquire certain skills in the beginning we are

[00:03:14] Outsiders our initial impressions of the piano or the work environment are based on pre-judgments and often contain an

[00:03:21] element of fear when we first study the piano the keyboard looks rather intimidating we don't understand the

[00:03:27] relationships between the keys the chords the pedals and everything else that goes into creating music in a new

[00:03:33] job situation we are ignorant of the power relationships between people the psychology of our boss the rules and

[00:03:40] procedures that are considered critical for Success we are confused the knowledge we need in both cases is over

[00:03:46] our heads although we might enter these situations with excitement about what we can learn or do with our new skills we

[00:03:52] quickly realize how much hard work there is ahead of us the great danger is that we give in to feelings of boredom

[00:03:59] impatience fear and confusion we stop observing and learning the process comes

[00:04:04] to a halt if on the other hand we manage these emotions and allow time to take its course something remarkable begins

[00:04:11] to take shape as we continue to observe and follow the lead of others we gain Clarity learning the rules and seeing

[00:04:17] how things work and fit together if we keep practicing we gain fluency basic

[00:04:22] skills are mastered allowing us to take on newer and more exciting challenges at a certain point we move from student to

[00:04:29] practitioner we try out our own ideas gaining valuable feedback in the process we use our expanding knowledge in ways

[00:04:37] that are increasingly creative instead of just learning how others do things we bring our own style and individuality

[00:04:43] into play as years go by and we remain faithful to this process yet another

[00:04:48] leap takes place to Mastery the keyboard is no longer something outside of us it

[00:04:54] is internalized and becomes part of our nervous system our fingertips in our career we now have a feel for the group

[00:05:01] dynamic the current state of business we can apply this feel to social situations seeing deeper into other people and

[00:05:08] anticipating their reactions we can make decisions that are rapid and highly creative ideas come to us we have

[00:05:16] learned the rules so well that we can now be the ones to break or rewrite them in the process leading to this ultimate

[00:05:22] form of power we can identify three distinct phases or levels the first is the apprenticeship the second is the

[00:05:29] creative active the third Mastery in the first phase we stand on the outside of

[00:05:35] our field learning as much as we can of the basic elements and rules in the second phase through much practice and

[00:05:41] immersion we see into the inside of the Machinery how things connect with one another and thus gain a more

[00:05:48] comprehensive understanding of the subject with this comes a new power the ability to experiment and creatively

[00:05:54] play with the elements involved in the third phase our degree of knowledge experience and focus is so deep that we

[00:06:01] can now see the whole picture with complete Clarity we can call this power intuition but intuition is nothing more

[00:06:08] than a sudden and immediate seizing of what is without the need for words or formulas

[00:06:13] intuitive Powers at the Mastery level are a mix of the instinctive and the rational the conscious and the

[00:06:19] unconscious the human and the animal it is our way of making sudden and Powerful connections to the environment to

[00:06:25] feeling or Thinking Inside things as children we had some of this intuitive power and spontaneity but it is

[00:06:32] generally drummed out of us by all of the information that overloads our minds over time Masters return to this

[00:06:38] childlike State their Works displaying degrees of spontaneity and access to the unconscious but at a much higher level

[00:06:45] than the child if we move through the process to this endpoint we activate the intuitive power latent in every human

[00:06:51] brain one that we may have briefly experienced when we worked so deeply on a single problem or project when we

[00:06:58] reach Mastery this intuition is a power at our Command the fruit of working through the lengthier process think of

[00:07:05] Mastery in this way throughout history men and women have felt trapped by the limitations of their consciousness by

[00:07:11] their lack of contact with reality and the power to affect the world around them they have sought all kinds of

[00:07:17] shortcuts to this expanded Consciousness and sense of control in the form of magic rituals trances incantations and

[00:07:24] drugs this hunger for the magical shortcut has survived to our day in the form of simple formulas for Success

[00:07:31] ancient secrets finally revealed in which a mere change of attitude will attract the right energy all of this

[00:07:38] searching is centered on something that doesn't exist the effortless path to practical power the quick and easy

[00:07:44] solution the El Dorado of the mind at the same time that so many people lose

[00:07:49] themselves in these endless fantasies they ignore the one real power that they actually possess and unlike magic or

[00:07:56] simplistic formulas we can see the material effects of this power in history the great discoveries and

[00:08:02] inventions the Magnificent buildings and works of art the technological prowess we possess all works of the masterful

[00:08:08] mind this power brings to those who possess it the kind of connection to reality and the ability to alter the

[00:08:15] world that the mystics and magicians of the past could only dream of over the centuries people have placed a wall

[00:08:21] around such Mastery they have called it genius and have thought of it as inaccessible they have seen it as the

[00:08:27] product of privilege inborn Talent or just the right alignment of the Stars

[00:08:33] they have made it seem as if it were as elusive as magic but that wall is imaginary this is the real secret the

[00:08:40] brain that we possess is the work of six million years of development and more than anything else this evolution of the

[00:08:46] brain was designed to lead us to Mastery the latent power within us all keys to Mastery if all of us are born with an

[00:08:53] essentially similar brain with more or less the same configuration and potential for Mastery why is it then

[00:08:59] that in history only a limited number of people seem to truly Excel and realize this potential power certainly in a

[00:09:06] practical sense this is the most important question for us to answer the common explanations for a Mozart or

[00:09:12] Leonardo da Vinci revolve around natural talent and Brilliance but thousands upon

[00:09:17] thousands of children display exceptional skill and talent in some field yet relatively few of them ever

[00:09:23] amount to anything whereas those who are less brilliant in their youth can often attain much more natural Talent or a

[00:09:30] high IQ cannot explain future achievement what we find instead in the stories of all great Masters is

[00:09:37] essentially the following pattern a youthful passion or predilection a chance encounter that allows them to

[00:09:43] discover how to apply it an apprenticeship in which they come alive with energy and focus they Excel by their ability to practice

[00:09:50] harder and move faster through the process all of this stemming from the intensity of their desire to learn and

[00:09:56] from the deep connection they feel to their field of study and at the core of this intensity of effort is in fact a

[00:10:03] quality that is genetic and inborn not Talent OR Brilliance which is something that must be developed but rather a deep

[00:10:10] and Powerful inclination toward a particular subject this inclination is a reflection of a person's uniqueness this

[00:10:17] uniqueness is not something merely poetic or philosophical it is a scientific fact that genetically every

[00:10:23] one of us is unique our exact genetic makeup has never happened before and will never be repeated

[00:10:29] this uniqueness is revealed to us through the preferences we innately feel for particular activities or subjects of

[00:10:36] study such inclinations can be toward music or mathematics certain sports or

[00:10:41] games solving puzzle-like problems tinkering and building or playing with words with those who Stand Out by their

[00:10:47] later Mastery they experience this inclination more deeply and clearly than others they experience it as an inner

[00:10:54] calling it tends to dominate their thoughts and dreams they find their way by accident or sheer effort to a career

[00:11:01] path in which this inclination can flourish this intense connection and desire allows them to withstand the pain

[00:11:08] of the process the self-doubts the tedious hours of practice and study the

[00:11:13] inevitable setbacks the endless barbs from the envious they develop a resiliency and confidence that others

[00:11:20] lack in our culture we tend to equate thinking and intellectual Powers with success and achievement in many ways

[00:11:27] however it is an emotional quality that separates those who Master a field from the many who simply work at a job our

[00:11:34] levels of Desire patience persistence and confidence end up playing a much larger role in success than sheer

[00:11:40] reasoning powers in the past only Elites or those with an almost superhuman

[00:11:46] amount of energy and drive could pursue a career of their choice and master it a man was born into the military or

[00:11:52] groomed for the government chosen among those of the right class if you happen to display a talent and desire for such

[00:11:58] work it was mostly a coincidence millions of people who are not part of the right social class gender and ethnic

[00:12:05] group were rigidly excluded from the possibility of pursuing their calling even if people wanted to follow their

[00:12:11] inclinations access to the information and knowledge pertaining to that particular field was controlled by

[00:12:17] Elites that is why there are relatively few Masters in the past and why they stand

[00:12:22] out so much these social and political barriers however have mostly disappeared today we have the kind of access to

[00:12:29] information and knowledge that passed Masters could only dream about now more than ever we have the capacity and

[00:12:36] freedom to move toward the inclination that all of us possess although we may find ourselves at a historical moment

[00:12:42] rich in possibilities for Mastery in which more and more people can move toward their inclinations we in fact

[00:12:48] face one last obstacle in attaining such power one that is cultural and insidiously dangerous the very concept

[00:12:56] of Mastery has become denigrated associated with something old-fashioned and even unpleasant it is generally not

[00:13:03] seen as something to Aspire to anything that smacks of discipline or effort seems fussy in past why bother working

[00:13:10] for years to attain Mastery when we can have so much power with very little effort technology will solve everything

[00:13:17] this passive attitude has even assumed a moral stance Mastery and power are evil

[00:13:23] they are the domain of patriarchal Elites if you are not careful you will find this attitude infecting you in

[00:13:29] subtle ways you will unconsciously lower your sites as to what you can accomplish in life

[00:13:35] this can diminish your levels of effort and discipline below the point of Effectiveness conforming to social norms

[00:13:41] you will listen more to others than to your own voice you may choose a career path based on what peers and parents

[00:13:47] tell you or on what seems lucrative if you lose contact with this inner calling you can have some success in life but

[00:13:54] eventually your lack of true desire catches up with you your work becomes mechanical you comes mechanical you come

[00:14:02] to live for leisure and immediate Pleasures in this way you become increasingly passive and never move past

[00:14:08] the first phase you may grow frustrated and depressed never realizing that the source of it is your alienation from

[00:14:14] your own creative potential before it is too late you must find your way to your inclination exploiting the incredible

[00:14:21] opportunities of the age that you have been born into you must convince yourself of the following people get the

[00:14:27] mind and quality of brain that they deserve through their actions and in life recent discoveries in Neuroscience

[00:14:33] are overturning long-held beliefs that the brain is genetically hardwired scientists are demonstrating the degree

[00:14:39] to which the brain is actually quite plastic how our thoughts determine our mental landscape they are exploring the

[00:14:45] relationship of willpower to physiology how profoundly the mind can affect our health and functionality it is possible

[00:14:52] that more and more will be discovered about how deeply we create the various patterns of our lives through certain

[00:14:58] mental operations how we are truly responsible for so much of what happens to us people who are passive create a

[00:15:06] mental landscape that is rather Barren because of their limited experiences in action all kinds of Connections in the

[00:15:12] brain die off from lack of use pushing against the passive trend of these times you must work to see how far you can

[00:15:18] extend control of your circumstances and create the kind of mind you desire not through drugs but through action

[00:15:25] unleashing the masterful Mind within you will be at the Vanguard of those who are exploring the extended limits of human

[00:15:32] willpower in many ways the movement from one level of intelligence to another can be considered as a kind of ritual of

[00:15:39] transformation as you progress old ideas and perspectives die off as new powers

[00:15:44] are Unleashed you are initiated into higher levels of seeing the world consider Mastery as an invaluable tool

[00:15:51] in guiding you through this transformative process the book is designed to lead you from the lowest

[00:15:56] levels to the highest the ideas in the book are based on extensive research in the fields of neuro and cognitive

[00:16:03] science studies on creativity as well as the biographies of the greatest Masters in history and interviews with

[00:16:09] contemporary Masters as well the structure of Mastery is simple there are six chapters moving sequentially through

[00:16:16] the process chapter one is the starting point discovering your calling your life's task chapters 2 3 and 4 discuss

[00:16:24] different elements of the apprenticeship phase learning skills working with mentors acquiring social intelligence

[00:16:31] chapter 5 is devoted to the creative active phase in chapter 6 to the ultimate goal Mastery each chapter

[00:16:38] begins with the story of an iconic historical figure who exemplifies the chapter's overall concept the section

[00:16:44] that follows keys to Mastery gives you a detailed analysis of the phase involved concrete ideas on how to apply this

[00:16:51] knowledge to your circumstances and the mindset that is necessary to fully exploit these ideas following the keys

[00:16:58] is a section detailing the various strategies you can use to help Advance you through the process these strategies

[00:17:05] are designed to give you an even greater sense of the practical application of the ideas in the book finally you must

[00:17:11] not see this process of moving through levels of intelligence as merely linear heading towards some kind of ultimate

[00:17:18] destination known as Mastery your whole life is a kind of apprenticeship to which you apply your learning skills

[00:17:24] everything that happens to you is a form of instruction if you pay attention the

[00:17:29] creativity that you gain in learning a skills so deeply must be constantly refreshed as you keep forcing your mind

[00:17:35] back to a state of openness you even knowledge of your vocation must be Revisited throughout the course of your

[00:17:41] life as changes in circumstance force you to adapt its direction in moving

[00:17:46] toward Mastery you are bringing your mind closer to reality into life itself anything that is alive is in a continual

[00:17:52] state of change in movement the moment that you rest thinking that you have attained the level you desire a part of

[00:17:59] your mind enters a phase of Decay you lose your hard-earned creativity and others begin to sense it this is a power

[00:18:06] and intelligence that must be continually renewed or it will die part one discover your calling the life's

[00:18:13] task you possess a kind of inner force that seeks to guide you toward your life's task what you are meant to

[00:18:19] accomplish in the time that you have to live in childhood this force was clear to you it directed you toward activities

[00:18:26] and subjects that fit your natural inclinations in the intervening years the force tends to fade in and out as

[00:18:33] you listen more to parents and peers the first move toward Mastery is always inward learning who you really are and

[00:18:40] reconnecting with that innate Force knowing it with Clarity you will find your way to the proper career path and

[00:18:47] everything else will fall into place the hidden Force toward the end of April 1519 after months of illness the artist

[00:18:54] Leonardo day Vincy felt certain that his death was only a few days away for the

[00:18:59] past two years Leonardo had been living in the Chateau of cloaks in France the personal guest of the French King

[00:19:05] Francois I the king had showered him with money and honors considering him the living

[00:19:10] embodiment of the Italian Renaissance which he had wanted to import to France Leonardo had been most useful to the

[00:19:17] king advising him on all kinds of important matters but now at the age of 67 his life was about to end and his

[00:19:25] thoughts turned toward other things he made out his will received the holy sacrament in church and then returned to

[00:19:31] his bed waiting for the end to come as he lay there several of his friends including the king visited him they

[00:19:39] noticed that Leonardo was in a particularly reflective mood he was not someone who usually liked to talk about

[00:19:45] himself but now he shared memories from his childhood and youth dwelling on the strange and improbable course of his

[00:19:51] life Leonardo had always had a strong sense of fate and for years he had been haunted by one particular question is

[00:19:58] there some kind of force from within that makes all living things grow and transform themselves if such a force in

[00:20:05] nature existed he wanted to Discover it and he looked for signs of it in everything he examined it was an

[00:20:11] obsession now in his final hours after his friends had left him alone Leonardo would have

[00:20:17] almost certainly applied this question in some form or another to the riddle of his own life searching for signs of a

[00:20:23] force or a fate that had brought about his own development and guided him to the present Leonardo would have begun

[00:20:28] such a search by first thinking back to his childhood in the village of Vinci some 20 miles outside Florence his

[00:20:35] father sir Piero Da Vinci was a notary and staunch member of the powerful bourgeoisie but since Leonardo had been

[00:20:42] born out of wedlock he was barred from attending the University or practicing any of the noble professions his

[00:20:48] schooling therefore was minimal and so as a child Leonardo was left mostly to himself he liked most of all to wander

[00:20:55] through the olive Groves around him Vincy or to follow a particular path that led to a much different part of the

[00:21:01] landscape dense forests full of wild boar waterfalls cascading over fast-moving streams swans gliding

[00:21:07] through pools strange wildflowers growing out of the sides of Cliff the tense variety of life in these forests

[00:21:14] enthralled him one day sneaking into his father's office he grabbed some sheets of paper a rather rare commodity in

[00:21:21] those days but as a notary his father had a large Supply he took the sheets on his walk into the forest and sitting

[00:21:27] upon a rock he began to sketch the various sights around him he kept returning day after day to do more of

[00:21:33] the same even when the weather was bad he would sit under some kind of shelter and sketch he had no teachers no

[00:21:39] paintings to look at he did everything by eye with nature as the model he noticed that in drawing things he had to

[00:21:46] observe them much more closely and catch the details that made them come to life once he sketched a white Iris in and

[00:21:52] observing it so closely he was struck by its peculiar shape the iris begins as a

[00:21:57] seed and then it proceeds through various stages all of which he had drawn over the past few years what makes this

[00:22:04] plant develop through its stages and culminate in This Magnificent flower so unlike any other perhaps it possesses a

[00:22:11] force that pushes its through these various Transformations he would wonder about the metamorphosis of flowers for

[00:22:17] years to come alone on his deathbed Leonardo would have thought back to his earliest years as an apprentice in the

[00:22:22] studio of the Florentine artist Andrea Delp veracchio he had been admitted there at the age of 14 because of the

[00:22:30] remarkable quality of his drawings veracchio instructed his apprentices in all of the sciences that were necessary

[00:22:36] to produce the work of a studio engineering mechanics chemistry and Metallurgy Leonardo was eager to learn

[00:22:42] all of these skills but soon he discovered in himself something else he could not simply do an assignment he

[00:22:49] needed to make it something of his own to invent rather than imitate the master one time as part of his Studio work he

[00:22:56] was asked to paint an angel in a larger biblical scene designed by varacchio he had decided that he would make his

[00:23:01] portion of the scene come to life in his own way in his own way in the foreground in front of the Angel he painted a

[00:23:08] flower bed but instead of the usual generalized renderings of plants Leonardo depicted the flower specimens

[00:23:14] that he had studied in such detail as a child with a kind of scientific rigor no one had seen before for The Angel's face

[00:23:21] he experimented with his paints and mixed a new blend that gave it a kind of soft Radiance that expressed the Angel's

[00:23:27] Sublime mood to help capture this mood Leonardo had spent time in the local church observing

[00:23:34] those in fervent prayer the expression of one young man serving as the model for the angel and finally he determined

[00:23:40] that he would be the first artist to create realistic angelic wings for this purpose he went to the

[00:23:46] marketplace and purchased several Birds he spent hours sketching their wings how

[00:23:51] exactly they merged into their bodies he wanted to create the Sensation that these Wings had organically grown from

[00:23:57] the Angel's shoulders and would bring it natural flight as usual Leonardo could not stop there

[00:24:03] after his work was completed he became obsessed with birds and the idea brewed

[00:24:08] in his mind that perhaps a human could really fly if Leonardo could figure out the science behind avian flight now

[00:24:14] several hours every week he read and studied everything he could about birds this was how his mind naturally worked

[00:24:21] one idea flowed into another Leonardo would certainly have recalled the lowest point in his life the year 1481 the pope

[00:24:29] asked Lorenzo de Medici to recommend to him the finest artists in Florence to decorate a chapel he just had built the

[00:24:36] Sistine Chapel Lorenzo complied and sent to Rome all of the best Florentine artists excluding Leonardo they had

[00:24:44] never really gotten along Lorenzo was a literary type steeped in the classics Leonardo could not read Latin and had

[00:24:51] little knowledge of the Ancients he had a more scientific bint to his nature but at the root of Leonardo's bitterness at

[00:24:58] this snub was something else he had come to hate the dependents forced upon artists to gain Royal favor to live from

[00:25:04] commission to commission to commission he had grown tired of Florence and the court politics that reigned there he

[00:25:10] made a decision that would change everything in his life he would establish himself in Milan and he would

[00:25:15] devise a new strategy for his livelihood he would be more than an artist he would pursue all of the crafts and Sciences

[00:25:22] that interested him architecture military engineering Hydraulics Anatomy

[00:25:27] sculpture for any Prince or Patron that wanted him he could serve as an overall

[00:25:32] advisor and artist for a nice stipend his mind he decided worked best when he

[00:25:37] had several different projects at hand allowing him to build all kinds of connections between them reflecting on

[00:25:42] his life in this way he would have clearly detected the workings of some kind of hidden Force within him as a

[00:25:48] child this Force had drawn him to the wildest part of the landscape where he could observe the most intense and

[00:25:54] dramatic variety of life this same Force compelled him to steal paper from his father and devote his time to sketching

[00:26:00] it pushed him to experiment while working for veracchio it guided him away from the courts of Florence and the

[00:26:06] insecure egos that flourished among artists it compelled him to an extreme of boldness the gigantic sculptures the

[00:26:14] gigantic sculptures the jump to fly the dissection of hundreds of corpses for his anatomical studies all to discover

[00:26:21] the essence of life itself seen from this Vantage Point everything in his life made sense it was in fact a

[00:26:27] blessing to have been born illegitimate it allowed him to develop in his own way even the paper in his house seemed to

[00:26:33] indicate some kind of Destiny what if he had rebelled against this Force What if after the Sistine Chapel rejection he

[00:26:41] had insisted on going to Rome with the others and forced his way into the Pope's good graces instead of seeking his own path he was capable of that what

[00:26:48] if he devoted himself to mostly painting in order to make a good living what if he had been more like the others

[00:26:54] finishing his works as fast as possible he would have done well but he would not have been Leonardo da Vinci his life

[00:27:00] would have lacked the purpose that it had and inevitably things would have gone wrong this hidden Force within him

[00:27:05] like that within the iris he had sketched so many years before had led to the full flowering of his capacities he

[00:27:12] had Faithfully followed its guidance to the very end and having completed his course now it was time to die perhaps

[00:27:19] his own words written years before in his notebook would have come back to him in such a moment just as a well-filled

[00:27:26] Day brings blessed sleep so a well-employed life brings a blessed death keys to Mastery many of the

[00:27:33] greatest Masters in history have confessed to experiencing some kind of force or Voice or sense of destiny that

[00:27:39] has guided them forward such feelings can be seen as purely mystical Beyond explanation or as hallucinations and

[00:27:46] delusions but there is another way to see them as imminently real practical inexplicable it can be explained in the

[00:27:54] following way all of us are born unique this uniqueness is marked genetically in our DNA we are a one-time phenomenon in

[00:28:02] the universe our exact genetic makeup has never occurred before nor will it ever be repeated for all of us this

[00:28:09] uniqueness first expresses itself in childhood through certain primal inclinations

[00:28:14] for Leonardo it was exploring the natural world around his village and bringing it to life on paper in his own

[00:28:20] way for others it can be an early attraction to visual patterns often an indication of a future interest in

[00:28:26] mathematic or it can be an attraction to particular physical movements or spatial

[00:28:31] Arrangements how can we explain such inclinations they are forces within us that come from a deeper place than

[00:28:38] conscious words can express this Primal uniqueness naturally wants to assert and express itself but some experience it

[00:28:45] more strongly than others with Masters it is so strong that it feels like something that has its own

[00:28:51] external reality a force a voice destiny in moments when we engage in an activity

[00:28:58] that corresponds to our deepest inclinations we might experience a touch of this we feel as if the words we write

[00:29:04] or the physical movements we perform come so quickly and easily that they're coming from outside US

[00:29:09] we are literally inspired the Latin word meaning something from the outside breathing within us let us state it in

[00:29:17] the following way at your birth a seed is planted that seed is planted that

[00:29:22] seed is your uniqueness it wants to grow transform itself and flower to its full

[00:29:27] potential it has a natural assertive energy to it your life's task is to bring that seed to flower to express

[00:29:34] your uniqueness through your work you have a destiny to fulfill the stronger

[00:29:39] you feel and maintain it as a force a voice or in whatever form the greater

[00:29:45] your chance for fulfilling this life's task and achieving Mastery what weakens this Force what makes you not feel it or

[00:29:53] even doubt its existence is the degree to which you have succumbed to another force in life social pressures to

[00:29:59] conform this counter force can be very powerful you want to fit into a group

[00:30:04] unconsciously you might feel that What Makes You Different is embarrassing or painful your parents often act as a

[00:30:11] counter Force as well they may seek to direct you to a career path that is lucrative and comfortable if these

[00:30:17] counter forces become strong enough you can lose complete contact with your uniqueness with who you really are your

[00:30:24] inclinations and desires become modeled on those of others this can set you off on a very dangerous

[00:30:30] path you end up choosing a career that does not really suit you your desire and interest slowly Wane and your work

[00:30:37] suffers for it you come to see pleasure and fulfillment as something that comes from outside your work

[00:30:42] because you are increasingly less engaged in your career you fail to pay attention to changes going on in the

[00:30:48] field you fall behind the times and pay a price for this at moments when you must make important decisions you

[00:30:54] flounder or follow what others are doing because you have no sense of inner direction or radar to guide you you have

[00:31:01] broken contact with your destiny as formed at Birth at all cost you must avoid such a fate the process of

[00:31:07] following your life's task all the way to Mastery can essentially begin at any

[00:31:12] point in life the hidden Force within you is always there and ready to be engaged the process of realizing your

[00:31:19] life's task comes in three stages first you must connect or reconnect with your inclinations that sense of

[00:31:26] uniqueness the first step then is always inward you search the past for signs of that

[00:31:32] inner voice or Force you clear away the other voices that might confuse you parents and peers you look for an

[00:31:38] underlying pattern a core to your character that you must understand as deeply as possible second with this

[00:31:44] connection established you must look at the career path you are already on or are about to begin the choice of this

[00:31:51] path or redirection of it is critical to help in this stage you will need to

[00:31:56] enlarge your concept of work itself you want to see your work as something more inspiring as part of your vocation the

[00:32:03] word vocation the word vocation comes from the Latin meaning to call or to be called it's used in relation to work

[00:32:10] began in early Christianity certain people were called to a life in the church

[00:32:15] that was their vocation they could recognize this literally by hearing a voice from God who had chosen them for

[00:32:22] this profession the voice in this case that is calling you is not necessarily coming from God but from deep within it

[00:32:29] emanates from your individuality it tells you which activities suit your character and at a certain point it

[00:32:35] calls you to a particular form of work or career your work then is something connected deeply to who you are finally

[00:32:42] you must see your career or vocational path more as a journey with twists and turns rather than a straight line You

[00:32:49] Begin by choosing a field or position that roughly corresponds to your inclination this initial position offers

[00:32:55] you room to maneuver and important skills to learn you don't want to start with something too lofty too ambitious

[00:33:01] you need to make a living and establish some confidence once on this path you discover certain side routes that

[00:33:07] attract you while other aspects of this field leave you cold you adjust and perhaps move to a related field

[00:33:14] continuing to learn more about yourself but always expanding off your skill base like Leonardo you take what you do for

[00:33:21] others and make it your own eventually you will hit upon a particular field Niche or opportunity that suits you

[00:33:27] perfectly you will recognize it when you find it because it will spark that childlike sense of wonder and excitement

[00:33:34] it will feel right once found everything will fall into place you will learn more

[00:33:40] quickly and more deeply your skill level will reach a point where you'll be able to claim your independence from within

[00:33:46] the group you work for and move out on your own you will determine your circumstances as your own Master you

[00:33:53] will no longer be subject to the whims of tyrannical bosses or scheming peers this emphasis on your uniqueness in a

[00:34:00] life's task might seem a poetic conceit without any bearing on practical realities but in fact it is extremely

[00:34:07] relevant to the times that we live in we are entering a world in which we can rely less and less upon the state the

[00:34:13] corporation or family or friends to help and protect us it is a globalized harshly competitive environment

[00:34:20] we must learn to develop ourselves at the same time it is a world teeming with

[00:34:25] critical problems and opportunities best solved and seized by entrepreneurs individuals or small groups who think

[00:34:32] independently adapt quickly and possess unique perspective your individualized

[00:34:37] creative skills will be at a premium you are born with a particular makeup and tendencies that Mark you as a piece of

[00:34:44] Fate it is who you are to the core some people never become who they are they stop trusting in themselves they conform

[00:34:51] to the taste of others and they end up wearing a mask that hides their true nature if you allow yourself to learn

[00:34:57] who you really are by paying attention to that voice and force within you then you can become what you were fated to

[00:35:03] become an individual a master strategies for finding your life's task

[00:35:08] it might seem that connecting to something as personal as your inclinations and life's task would be

[00:35:14] relatively simple and natural once you recognize their importance but in fact it is the opposite it

[00:35:20] requires a good deal of planning and strategizing to do it properly since so many obstacles will present themselves

[00:35:26] the following five strategies are designed to deal with the main obstacles in your path over time pay attention to

[00:35:32] all of them because you will almost inevitably encounter each one in some form one return to your Origins the

[00:35:40] Primal inclination strategy in order to master a field you must love the subject and feel a profound connection to it

[00:35:47] your interest must transcend the field itself and border on the religious it is not just physics that interests you but

[00:35:55] discovering something about the invisible forces that govern the universe it is not just film or music

[00:36:01] that you pursue but the chance to bring something powerful to life to give voice to the deepest emotions within you you

[00:36:08] will find early signs of these larger religious like interests in your childhood in the form of certain

[00:36:13] inclinations or attractions that are hard to put into words and are more like sense patients that of deep Wonder in

[00:36:20] pondering a particular question sensual pleasure or power in engaging in a particular activity the importance of

[00:36:27] recognizing these pre-verbal inclinations is that they are clear indications of an attraction that is not

[00:36:32] infected by the desires of other people they're not something embedded in you by your parents which come with a more

[00:36:39] superficial connection something more verbal and conscious coming instead from somewhere deeper

[00:36:45] they can only be your own reflections of your unique chemistry as you become more sophisticated you often lose touch with

[00:36:52] these signals from your Primal core they can be buried beneath all of the other subjects you've studied your power

[00:36:58] and future can depend on reconnecting with this core and returning to your Origins you must dig for signs of such

[00:37:05] inclinations in your earliest years look for its traces in visceral reactions to something simple a desire to repeat an

[00:37:12] activity that you never tired of a subject that stimulated an unusual degree of curiosity feelings of power

[00:37:19] attached to particular actions it is already there within you you have nothing to create you merely need to dig

[00:37:26] and refine what has been buried inside of you all along if you reconnect with this core at any

[00:37:32] age some element of that primitive attraction will spark back to life indicating a path that can ultimately

[00:37:38] become your life's tasked 2. occupy the perfect Niche the darwinian strategy the

[00:37:45] career world is like an ecological system people occupy particular Fields within which they must compete for

[00:37:51] resources and survival the more people there are crowded into a space the

[00:37:56] harder it becomes to thrive there working in such a field will tend to wear you out as you struggle to get

[00:38:02] attention to play the political games to win scarce resources for yourself you spend so much time at these games that

[00:38:09] you have little time left over for True Mastery you are seduced into such Fields because you see others there making a

[00:38:15] living treading The Familiar path you're not aware of how difficult such a life can be the game you want to play is

[00:38:22] different to instead find a niche in the ecology that you can dominate it is never a simple process to find such a

[00:38:29] niche it requires patience and a particular strategy in the beginning you choose a field that roughly corresponds

[00:38:35] to your interests medicine electrical engineering writing from there you you can go in one of two directions the

[00:38:43] first is the narrowing path from within your chosen field you look for side paths that particularly attract you

[00:38:49] Neuroscience robotics film writing when it is possible you make a move to this

[00:38:54] narrower field you continue this process until you eventually Hit Upon a totally unoccupied Niche the narrower the better

[00:39:01] in some ways this Niche corresponds to your uniqueness to what sets you apart from others the second is the connecting

[00:39:09] widening path once you have mastered your first field you look for other subjects or skills that you can conquer

[00:39:15] on your own time if necessary you can now combine this added field of knowledge to the original one perhaps

[00:39:21] creating a new field or at least making novel connections between them you continue this process as long as you

[00:39:28] wish ultimately you create a field that is uniquely your own this second version fits in well with a culture where

[00:39:35] information is so widely available and which connecting ideas is a form of power

[00:39:40] in either direction you have found a niche that is not crowded with competitors you have freedom to roam to

[00:39:47] pursue particular questions that interest you you set your own agenda and command the resources available to this

[00:39:53] niche unburdened by overwhelming competition and politicking you have time and space to bring to flower your

[00:39:59] life's task three avoid the false path the Rebellion strategy a false path in

[00:40:05] life is generally a career we are attracted to for the wrong reasons money Fame attention and so on if it is a

[00:40:12] tension we need we often experience a kind of emptiness inside that we are hoping to fill with the false love of

[00:40:18] public approval because the field we choose does not correspond with our deepest inclinations we rarely find the

[00:40:25] Fulfillment that we create our work suffers for this and the attention we may have gotten in the

[00:40:30] beginning starts to fade a painful process if it is money and comfort that dominate our decision we are most often

[00:40:37] acting out of anxiety and the need to please our parents they may steer us towards something lucrative out of care

[00:40:43] and concern but lurking underneath this can be something else perhaps a bit of envy that we have more freedom than they

[00:40:50] had when they had when they were young if this happens to you your strategy must be twofold first to realize as

[00:40:56] early as possible that you have chosen your career for the wrong reasons before your confidence takes a hit and second

[00:41:03] to actively rebel against those forces that have pushed you away from your true path scoff at the need for attention and

[00:41:09] approval they will lead you astray feel some anger and resentment at the parental forces that want to foist upon

[00:41:16] you an alien vocation it is a healthy part of your development to follow a path independent of your parents and to

[00:41:22] establish your own identity let your sense of rebellion fill you with energy and purpose

[00:41:28] four let go of the past the adaptation strategy in dealing with your career and

[00:41:33] its inevitable changes you must think in the following way you are not tied to a particular position your loyalty is not

[00:41:40] to a career or a company you are committed to your life's task to giving it full expression it is up to you to

[00:41:47] find it and guide it correctly it is not up to others to protect or help you you are on your own change is inevitable

[00:41:54] particularly in such a revolutionary moment as ours since you are on your own

[00:41:59] it is up to you to foresee the changes going on right now in your profession you must adapt your life's task to these

[00:42:06] circumstances you do not hold on to past ways of doing things because that will ensure you will fall behind and suffer

[00:42:12] for it you are flexible and always looking to adapt if change is forced

[00:42:17] upon you you must resist the temptation to overreact or feel sorry for yourself instead you must look to find a way to

[00:42:25] adapt your experience interests and inclination to a New Direction you don't

[00:42:30] want to abandon the skills and experience you have gained but to find a new way to apply them your eye is on the

[00:42:36] future not the past often such creative readjustments lead to a superior path

[00:42:42] for us we are shaken out of our complacency and forced to reassess where we are headed remember your life's task

[00:42:50] is a living breathing organism the moment you rigidly follow a plan set in your youth you lock yourself into a

[00:42:56] position and the times will ruthlessly pass you by find your way back the life or death strategy no good can

[00:43:04] ever come from deviating from the path that you were destined to follow you will be assailed by varieties of hidden

[00:43:10] pain most often you deviate because of the lure of money of more immediate prospects of prosperity because this

[00:43:17] does not comply with something deep within you your interest will lag and eventually the money will not come so

[00:43:23] easily you will search for other easy sources of money moving further and further away from your path not seen

[00:43:30] clearly ahead of you you will end up in a dead end career even if your material needs are met you'll feel an emptiness

[00:43:37] inside that you will need to fill with any kind of belief system drugs or diversions there is no compromise here

[00:43:43] no way of escaping the dynamic you will recognize how far you have deviated by the depth of your pain and frustration

[00:43:50] you must listen to the message of this frustration this pain and let it guide you it is a matter of life and death the

[00:43:58] way back requires a sacrifice you cannot have everything in the present the road

[00:44:04] to Mastery requires patience you will have to keep your focus on five or ten years down the road when you will reap

[00:44:10] the rewards of your effort the process of getting there however is full of challenges and Pleasures make you return

[00:44:17] to the path a resolution you set for yourself and then tell others about it it becomes a matter of Shame and

[00:44:23] embarrassment to deviate from this path in the end the money and success that truly last come not to those who focus

[00:44:30] on such things as goals but rather to those who focus on Mastery and fulfilling their life's tasks

[00:44:36] part two submit to reality the ideal apprenticeship after your

[00:44:42] formal education you enter the most critical phase in your life a second practical education known as the

[00:44:48] apprenticeship the dangers are many if you are not careful you will succumb to

[00:44:53] insecurities become embroiled in emotional issues and conflicts that will dominate your thoughts you will develop

[00:44:59] fears and learning disabilities that you will carry with you throughout your life before it is too late you must learn the

[00:45:05] lessons and follow the path established by the greatest Masters past and present a kind of Ideal apprenticeship that

[00:45:13] transcends all Fields the first transformation from early in his life Charles Darwin 1809

[00:45:20] 1809 82 felt the presence of his father bearing down on him the father was a

[00:45:26] successful and Wealthy Country Doctor Who had high hopes for his two sons but Charles the youngest seemed to be the

[00:45:33] one who was less likely to meet his expectations he was not good at Greek and Latin or algebra or really anything

[00:45:39] thing in school it wasn't that he lacked ambition it was just that learning about the world through books did not interest

[00:45:45] him he loved the outdoors hunting scouring the countryside for rare breeds

[00:45:50] of beetles collecting flower and mineral specimens he could spend hours observing the behavior of birds and taking

[00:45:56] elaborate notes on their various differences he had an eye for such things but these Hobbies did not add up

[00:46:02] to a career and as he got older he could sense his father's growing impatient one day his father rebuked him with

[00:46:09] words Charles would never forget you care for nothing but shooting dogs and rat catching and you will be a disgrace

[00:46:16] to yourself and all your family when Charles turned 15 his father decided to become more actively involved in his

[00:46:23] life he sent him off to medical school in Edinburgh but Charles could not stand

[00:46:28] the sight of blood and so had to drop out determined to find some career for him the father then secured for his son

[00:46:34] a future position in the church as a country Parson for this Charles would be well paid and he would have plenty of

[00:46:41] spare time to pursue his Mania for collecting specimens the only requirement for such a position was a

[00:46:46] degree from an imminent University and so Charles was enrolled at Cambridge once again he had to confront his

[00:46:53] disinterest in formal schooling he tried his best he developed an interest in botany and became good friends with his

[00:46:59] instructor Professor henslow he worked as hard as he could into his father's relief he managed barely to earn his

[00:47:06] Bachelor of Arts in May 1831 hoping that his schooling was forever over Charles

[00:47:11] left on a tour of the English Countryside where he could indulge in all of his passions for the outdoors and

[00:47:17] forget about the future for the time being when he returned home in late August he was surprised to see a letter

[00:47:23] waiting for him from Professor henslow the professor was recommending Charles for a position as an unpaid naturalist

[00:47:30] on the AMS beagle which was to leave in a few months on a several year Journey around the globe surveying various

[00:47:36] coastlines as part of his job Charles would be in charge of collecting life and mineral specimens along the way and

[00:47:42] sending them back to England for examination evidently henslow had been impressed by the young man's remarkable

[00:47:47] skill in collecting and identifying plant specimens this offer confused Charles he had never thought of

[00:47:54] traveling that far let alone pursuing a career as a naturalist before he really had time to consider it his father

[00:48:00] weighed in he was dead set against his accepting the offer Charles had never been to Sea and would not take to it

[00:48:06] well he was not a trained scientist and lacked the discipline moreover taking several years on this Voyage would

[00:48:13] jeopardize the position his father had secured for him in the church his father was so forceful and persuasive that

[00:48:19] Charles could not help but agree and he decided to turn the offer down but over the next few days he thought about this

[00:48:25] voyage and what it could be like and the more he imagined it the more it appealed to him perhaps it was The Lure

[00:48:32] of Adventure after leading such a sheltered childhood or the chance to explore a possible career as a

[00:48:38] naturalist seeing along the way almost every possible life form the planet could offer or maybe he needed to get

[00:48:44] away from his overbearing father and find his own way whatever the reason he soon decided that he had changed his

[00:48:50] mind and wanted to accept the offer recruiting an uncle to his cause he managed to get his father to give his

[00:48:55] very reluctant consent on the eve of the ship's departure Charles wrote to the captain of the beagle Robert Fitzroy my

[00:49:03] second life will then commence and it shall be as a birthday for the rest of my life the ship set sail in December of

[00:49:09] that year and almost instantly young Darwin regretted his decision the boat was rather small and strongly buffeted

[00:49:17] by the waves he was continually seasick and could not hold his food his heart ached at the thought that he would not

[00:49:23] see his family for so long and that he would have to spend so many years cooped up with all of these strangers he

[00:49:29] developed heart palpitations and felt like he was dangerously ill the Sailor sensed his lack of seaworthiness and

[00:49:36] eyed him strangely Captain Fitzroy proved to be a man of wildly swinging moods suddenly turning Furious over the

[00:49:42] most seemingly trivial events he was also a religious fanatic who believed in the literal truth of the Bible it was

[00:49:49] Darwin's Duty Fitzroy told him to find in South America evidence of the flood

[00:49:55] in the creation of life as described in Genesis Darwin felt like a fool for going against his father and his sense

[00:50:01] of loneliness was crushing how could he endure this cramped existence for months on end living in close quarters with a

[00:50:07] captain who seemed half unseen having seen a few weeks into the journey feeling somewhat desperate he decided

[00:50:15] upon a strategy whenever he experienced such inner turmoil at home what always

[00:50:20] calmed him down was to head outdoors and observe the life around him and that way he could forget himself this now was his

[00:50:27] world he would observe life on board this ship the characters of the various Sailors and the captain himself as if he

[00:50:34] were taking note of the markings of butterflies for instance he noticed that no one grumbled about the food or the

[00:50:40] weather or the tasks at hand they valued stoicism he would try to adopt such an attitude it seemed that Fitzroy was

[00:50:47] slightly insecure and needed constant validation about his authority in high position within the Navy Darwin would

[00:50:54] Supply that to no end slowly he began to fit into the daily scheme of life he

[00:50:59] even picked up some of the mannerisms of the sailors all of this distracted him from his loneliness several months later

[00:51:06] the Beagle arrived in Brazil and now Darwin understood why he had wanted so badly to go on this Voyage he was

[00:51:12] completely mesmerized by the intense variety of the vegetation and Wildlife this was a naturalist Paradise

[00:51:19] it was not like anything he had observed or collected in England one day on a walk through a forest he stood to the

[00:51:26] side and witnessed the most bizarre and cruel spectacle he had ever seen a March of tiny black ants their columns over a

[00:51:33] hundred yards long devouring every living thing in their path everywhere he turned he saw some example of the fierce

[00:51:40] struggle for survival in forests with overabundant life in attending to his work he quickly realized that he also

[00:51:46] faced a problem all of the birds the butterflies the crabs and the spiders he caught were so unusual part of his job

[00:51:54] was to choose judiciously what to send back but how could he possibly distinguish what was worth collecting he

[00:52:00] would have to expand his knowledge Not only would he have to spend endless hours studying everything in his sight

[00:52:06] on his walks and take copious notes but he would have to find a way to organize all of this information catalog all of

[00:52:13] these specimens bring some order to his observations it would be a Herculean

[00:52:18] task but unlike School work it excited him these were living creatures not

[00:52:23] vague Notions and books as the ship headed south along the coast Darwin realized that there were interior parts

[00:52:29] of South America that no naturalist had yet explored determined to see every form of life that he could possibly find

[00:52:36] he began a series of treks into the Pampas of Argentina accompanied only by Gauchos collecting all kinds of unusual

[00:52:43] animal and nine sex specimens adopting the same strategy as on the ship he

[00:52:48] observed the Gauchos and their ways fitting into their culture as if one of them on these and other jaunts he would

[00:52:55] Brave marauding Indians poisonous insects and jaguars lurking in the forests without thinking of it he had

[00:53:03] developed a taste for adventure that would have shocked his family and friends a year into the voyage on a

[00:53:09] beach some 400 miles south of Buenos Ares Darwin discovered something that would set his mind to thinking for many

[00:53:15] years to come He Came Upon a cliff with streaks of white amid the rock seeing that they were enormous bones of some

[00:53:22] sort he began to chip away at the Rock extracting as many of these remains as possible they were of a size and kind he

[00:53:28] had never seen before the horns and armor of what seemed to be a Giant armadillo the huge teeth of a mastodon

[00:53:35] and then most surprisingly the tooth of a horse when the Spaniards in Portuguese had first arrived in South America there

[00:53:42] were no horses to be found and yet this tooth was quite old and pre dated their arrival he began to wonder if such

[00:53:48] species had died off long ago the idea of all of life being created at once and for good seemed illogical more important

[00:53:56] how could so many species become extinct could life on the planet be in a state of constant flux and development months

[00:54:03] later he was tricking through the high Andes looking for rare geological specimens to send back at an elevation

[00:54:09] of about twelve thousand feet he discovered some fossilized seashells and deposits of marine rocks a rather

[00:54:16] surprising find at such an altitude as he examined them in the surrounding Flora he speculated that these mountains

[00:54:22] had once stood in the Atlantic Ocean a series of volcanoes thousands of years ago must have raised them higher and

[00:54:28] higher instead of relics to support the stories in the Bible he was Finding evidence for something shockingly

[00:54:34] different as the journey progressed Darwin noted some obvious changes in himself

[00:54:40] he used to find almost any kind of work boring but now he could labor all hours of the day in fact with so much to

[00:54:47] explore and learn he hated wasting a single minute of the Voyager he had cultivated an incredible eye for the

[00:54:53] Flora and Fauna of South America he could identify local birds by their songs the markings on their eggs their

[00:55:00] manner of Taking Flight all of this information he could catalog and organize in an efficient manner more

[00:55:05] important his whole way of thinking had changed he would observe something read and write about it then develop a theory

[00:55:11] after even more observation the theories and observations feeding off one another full of details about so many facets of

[00:55:18] the world he was exploring ideas were sprouting up out of nowhere in September 1835 the Beagle left the Pacific coast

[00:55:25] of South America and headed west for the journey home their first stop along the way was a series of virtually unoccupied

[00:55:32] Islands known as the Galapagos the islands were famous for their Wildlife but nothing could prepare Darwin for

[00:55:39] what he would find there Captain Fitzroy gave him one week to explore one of the islands and then they would be on their

[00:55:45] way from the moment he stepped on the island Darwin realized something was different this small Speck of land was

[00:55:52] crammed with life that was not like anywhere else thou thousands of black marine iguanas swarming around him on

[00:55:58] the beach and in the shallow water 500 pound tortoise lumbering about the shore

[00:56:03] seals penguins and flightless cormrants all cold water creatures inhabiting a

[00:56:09] tropical island by the end of the week he had counted 26 unique species of land Birds on this one Island alone his jars

[00:56:17] began to fill up with the most bizarre plants snakes lizards fish and insects

[00:56:23] back on board the Beagle he began to catalog and categorize the remarkable number of specimens he had collected he

[00:56:29] was struck by the fact that almost all of them represented completely new species he then made an even more

[00:56:35] remarkable Discovery the species differed from Island to Island even though they were only some 50 miles apart the tortoise shells had different

[00:56:42] markings and the finches had developed different types of Beaks each designed for a specific kind of food on their

[00:56:48] particular Island suddenly as if the four years of this Voyage in all of his observations had distilled in him a

[00:56:54] deeper way of thinking a radical Theory took shape in his mind these islands he speculated had first been pushed up out

[00:57:01] of the water by volcanic eruptions much like the Andes in the beginning there was no life to be found on them slowly

[00:57:08] Birds visited and deposited seeds various animals arrived by sea lizards

[00:57:13] or insects floating on logs tortoises originally of a marine variety swam over

[00:57:18] over thousands of years each creature adapted to the food and predators that were found there changing their shape

[00:57:25] and appearance in the process animals that failed to adapt died out like the fossils of those giant creatures Darwin

[00:57:31] had Unearthed it Argentina it was a ruthless struggle for survival life was

[00:57:37] not created on these islands at one time and for Good by some Divine being the creatures here had ever so slowly

[00:57:44] evolved to their present form and these islands represented a microcosm of the planet itself on the journey home Darwin

[00:57:51] began to develop this Theory further so revolutionary in its implication to prove his theory would now be his life's

[00:57:58] work finally in October 1836 the Beagle returned to England after nearly five

[00:58:04] years at Sea Darwin hurried home and when his father first saw him he was astonished physically he had changed he

[00:58:11] his head seemed larger his whole manner was different a seriousness of purpose and sharpness could be read in his eyes

[00:58:17] almost the opposite look of the Lost young man who had gone to Sea years before clearly The Voyage had

[00:58:23] transformed his son in body and spirit keys to Mastery one can have no smaller

[00:58:29] or greater Mastery than Mastery of oneself Leonardo da Vinci in the stories

[00:58:34] of the greatest Masters past and present we can inevitably detect a phase in their lives in which all of their future

[00:58:41] Powers were in development like the Chrysalis of a butterfly this part of their lives a largely

[00:58:47] self-directed apprenticeship that lasts some five to ten years receives little attention because it does not contain

[00:58:53] stories of great achievement or Discovery often in their apprenticeship phase these types are not yet much

[00:58:59] different from anyone else under the surface however their minds are transforming in ways we cannot see but

[00:59:05] contain all of the seeds of their future success much of how such Masters navigate this phase comes from an

[00:59:12] intuitive grasp of what is most important and essential for their development but in studying what they

[00:59:17] did right we can learn some invaluable lessons for ourselves in fact a close

[00:59:22] examination of their lives reveals a pattern that transcends their various Fields indicating a kind of Ideal

[00:59:29] apprenticeship for Mastery and to grasp this pattern to follow it in our own ways we must understand something about

[00:59:36] the very idea and necessity for passing through an apprenticeship in childhood we are inculcated in culture through a

[00:59:42] long period of dependency are longer than any other animal during this period we learn language

[00:59:49] writing math and reasoning skills along with a few others much of this happens under the watchful and loving guidance

[00:59:55] of parents and teachers as we get older greater emphasis is placed on book learning absorbing as much information

[01:00:02] as possible about various subjects such knowledge of History Science or literature is abstract and the process

[01:00:09] of learning largely involves passive absorption at the end of this process usually somewhere between the ages of 18

[01:00:16] and 25 we are then thrust into the cold harsh Work World to fend for ourselves

[01:00:21] when we emerge from the youthful state of dependency we're not really ready to handle the transition to an entirely

[01:00:28] independent phase we carry with us the habit of learning from books or teachers which is largely unsuited for the

[01:00:34] Practical self-directed phase of life that comes next we tend to be somewhat socially naive and unprepared for the

[01:00:41] political gains people play Still uncertain as to our identity we think that what matters in the work world

[01:00:46] world is gaining attention and making friends and these misconceptions and naivete are brutally exposed in the

[01:00:53] light of the real world if we adjust over time we might eventually find our way but if we make too many mistakes we

[01:01:00] create endless problems for ourselves we spend too much time entangled in emotional issues and we never quite have

[01:01:06] enough Detachment to reflect and learn from our experiences the apprenticeship by its very nature must be conducted by

[01:01:13] each individual in his or her own way to follow precisely the lead of others or advice from a book is self-defeating

[01:01:19] this is the phase in life in which we finally declare our independence and establish who we are but for this second

[01:01:26] education in our lives so critical to our future success there are some powerful and essential lessons that we

[01:01:32] all can benefit from that can guide us away from common mistakes and save us valuable time these lessons transcend

[01:01:39] all fields in historical periods because they are connected to something essential about human psychology and how

[01:01:45] the brain itself functions they can be distilled into one overarching principle for the apprenticeship phase and a

[01:01:53] process that Loosely follows three steps the principle is simple and must be engraved deeply in your mind the goal of

[01:02:00] an apprenticeship is not money a good position a title or a diploma but rather the transformation of your mind and

[01:02:06] character the First Transformation on the way to mastery you enter a career as

[01:02:12] an outsider you are naive and full of misconceptions about this new world your

[01:02:17] head is full of dreams and fantasies about the future your knowledge of the world is subjective based on emotions

[01:02:23] insecurities and limited experience slowly you will ground yourself in reality in the objective World

[01:02:30] represented by the Knowledge and Skills that make people successful in it you will learn how to work with others and

[01:02:37] handle criticism in the process you will transform yourself from someone who is impatient and Scattered into someone who

[01:02:43] is disciplined and focused with a mind that can handle complexity in the end you will Master yourself and all of your

[01:02:51] weaknesses this has a simple consequence you must choose places of work and

[01:02:56] positions that offer the greatest possibilities for learning practical knowledge is the ultimate commodity and

[01:03:02] is what will pay you dividends for decades to come far more than the paltry increase in pay you might receive at

[01:03:08] some seemingly lucrative position that offers few your learning opportunities this means that you move toward

[01:03:13] challenges that will toughen and improve you where you will get the most objective feedback on your performance

[01:03:19] and progress you do not choose apprenticeships that seem easy and comfortable in this sense you must see

[01:03:25] yourself as following in the footsteps of Charles Darwin you are finally on

[01:03:31] your own on a voyage in which you will craft your own future it is the time of Youth and adventure of exploring the

[01:03:37] world with an open mind and spirit in fact whenever you must learn a new skill or alter your career path later in life

[01:03:44] you reconnect with that youthful adventurous Part of Yourself Darwin could have played it safe collecting

[01:03:50] what was necessary and spending more time on board studying instead of actively exploring

[01:03:56] in that case he would not have become an illustrious scientist but just another collector he constantly looked for

[01:04:02] challenges pushing himself past his comfort zone he used danger and difficulties as a way to measure his

[01:04:07] progress you must adopt such a spirit and see your apprenticeship as a kind of Journey

[01:04:13] in which you will transform yourself rather than as a drab indoctrination into the Work World the apprenticeship

[01:04:20] phase the three steps or modes with the principle outlined above guiding you in

[01:04:25] your choices you must think of three essential steps in your apprenticeship each one overlapping the other these

[01:04:32] steps are deep observation the passive mode skills acquisition the practice

[01:04:39] mode and experimentation the active mode keep in mind that an apprenticeship can

[01:04:44] come in many different forms it can happen at one place over several years or it can consist of several

[01:04:51] different positions in different places step one deep observation the passive

[01:04:56] mode when you enter a career or new environment you move into a world with its own rules procedures and social

[01:05:02] dynamic for decades or even centuries people have compiled knowledge of how to get

[01:05:08] things done in a particular field each generation improving on the past in addition every workplace has its own

[01:05:15] conventions rules of behavior and work standard there are also all kinds of Power relationships that exist between

[01:05:21] individuals all of this represents a reality that transcends your individual needs and desires

[01:05:28] and so your task upon entering this world is to observe and absorb its reality as deeply as possible the

[01:05:35] greatest mistake you can make in the initial months of your apprenticeship is to imagine that you have to get attention impress people and prove

[01:05:42] yourself these thoughts will dominate your mind and close it off from the reality around you any positive

[01:05:48] attention you receive is deceptive it is not based on your skills or anything real and it will turn against you

[01:05:54] instead you will want to acknowledge the reality and submit to it muting your colors and keeping in the background as

[01:06:00] much as possible remaining passive and giving yourself the space to observe you will also want to drop any

[01:06:06] preconceptions you might have about this world you're entering if you impress people in these first months it should

[01:06:13] be because of the seriousness of your desire to learn not because you're trying to rise to the top before you are

[01:06:19] ready you will be observing two essential realities in this new world first you will observe the rules and

[01:06:25] procedures that govern success in this environment in other words this is how we do things here some of these rules

[01:06:31] will be communicated to you directly generally the ones that are superficial and largely a matter of common sense you

[01:06:38] must pay attention to these and observe them but what is of more interest are the rules that are unstated and are part

[01:06:45] of the underlying work culture these concerned style and values that are considered important they're often a

[01:06:51] reflection of the character of the man or woman on top you can observe such Rules by looking at those who are on

[01:06:57] their way up in the hierarchy who have a golden touch more tellingly you can observe those who

[01:07:03] are more Awkward who have been chastised for particular mistakes or even been fired such examples serve as negative

[01:07:09] tripwires do things this way and you will suffer the second reality you will observe is the power relationships that

[01:07:16] exist within the group who has real control through whom do all Communications flow who is on the rise

[01:07:23] and who is on the decline these procedural and political rules may be dysfunctional or counterproductive but

[01:07:30] your job is not to moralize about this or complain but merely to understand them to get a complete lay of the lamp

[01:07:37] every task you're given no matter how menial offers opportunities to observe this world at work no detail about the

[01:07:44] people within it is too trivial everything you see or hear is a sign for you to decode over time you will begin

[01:07:51] to see and understand more of the reality that eluded you at first as you amass more information about the rules

[01:07:57] and power dynamics of your new environment you can begin to analyze why they exist and how they relate to larger

[01:08:03] Trends in the field you move from observation to analysis honing your reasoning skills but only after months

[01:08:10] of careful attention understand there are several critical reasons why you must follow this step first knowing your

[01:08:17] environment inside and out will help you in navigating it and avoiding costly mistakes you're like a hunter your

[01:08:23] knowledge of every detail of the forest and of the ecosystem as a whole will give you many more options for survival

[01:08:29] and success second the ability to observe any unfamiliar environment will become a critical lifelong skill

[01:08:36] you will develop the habit of stilling your ego and looking outward instead of inward you will see in any encounter

[01:08:44] what most people Miss because they are thinking of themselves you will cultivate a Keen Eye for human

[01:08:49] psychology and strengthen your ability to focus finally you will become accustomed to observing first basing

[01:08:56] your ideas and theories on what you have seen with your eyes and then analyzing what you find what you find this will be

[01:09:02] a very important skill for the next creative phase in life step two skills

[01:09:07] acquisition the practice mode at some point as you progress through these initial months of observation you will

[01:09:13] enter the most critical part of the apprenticeship practice toward the acquisition of skills every human

[01:09:20] activity Endeavor or career path involves the mastering of skills in some

[01:09:25] Fields it is direct and obvious like operating a tool or machine or creating something physical in others it is more

[01:09:32] of a mix of the physical and mental such as the observing and collecting of specimens for Charles Darwin and still

[01:09:38] others the skills are more nebulous such as handling people or researching and organizing information as much as

[01:09:45] possible you want to reduce these skill to something simple and essential the core of what you need to get good at

[01:09:51] skills that can be practiced in acquiring any kind of skill there exists a natural learning process that

[01:09:57] coincides with the functioning of our brains this learning process leads to what we show called tacit knowledge a

[01:10:04] feeling for what you are doing that is hard to put into words but easy to demonstrate in action and to understand

[01:10:09] how this learning process operates it is useful to look at the greatest system ever invented for the training of skills

[01:10:16] and the achievement of tacit knowledge the apprenticeship system of the Middle Ages in which young people from

[01:10:22] approximately the ages of 12 to 17 with interwork in a shop signing a contract

[01:10:28] that would commit them for the term of seven years at the end of this term apprentices would have to pass a master

[01:10:34] test or produce a Masterwork to prove their level of skill because few books or drawings existed at the time

[01:10:40] apprentices would learn the trade by watching Masters and imitating them as closely as possible they learned through

[01:10:46] endless repetition and hands on work with very little verbal instruction if one added up the time that

[01:10:53] apprentices ended up working directly on materials in those years it would amount to more than ten thousand hours enough

[01:10:59] to establish exceptional skill level at a craft the power of this form of tacit

[01:11:05] knowledge is embodied in the great Gothic cathedrals of Europe masterpieces

[01:11:10] of beauty craftsmanship and stability all erected without blueprints or books

[01:11:15] these Cathedrals represented the accumulated skills of numerous Craftsmen and Engineers what this means is simple

[01:11:22] language oral and written is a relatively recent invention well before that time our ancestors had to learn

[01:11:29] various skills tool making hunting and so forth the natural model for learning

[01:11:34] came from watching and imitating others then repeating the action over and over our brains are highly suited for this

[01:11:42] form of learning even with skills that are primarily mental such as computer programming or speaking a foreign

[01:11:48] language it Remains the case that we learn best through practice and rep petition the natural learning process we

[01:11:54] learn a foreign language by actually speaking it as much as possible not by reading books and absorbing theories the

[01:12:01] more we speak and practice the more fluent we become once you take this far enough you enter a cycle of accelerated

[01:12:07] returns in which the practice becomes easier and more interesting leading to the ability to practice for longer hours

[01:12:14] which increases your skill level which in turn makes practice even more interesting reaching this cycle is the

[01:12:20] goal you must set for yourself and to get there you must understand some basic principles about skills themselves first

[01:12:27] it is essential that you begin with one skill that you can master and that serves as a foundation for acquiring

[01:12:33] others you must avoid at all cost the idea that you can manage learning several skills at a time you need to

[01:12:40] develop your powers of concentration and understand that trying to multitask will be the death of the process second the

[01:12:47] initial stages of learning a skill invariably involved tedium yet rather than avoiding this inevitable tedium you

[01:12:54] must accept and embrace it the pain and boredom we experience in the initial stage of learning a skill toughens our

[01:13:00] minds much like physical exercise once something is repeated often enough it becomes hardwired and automatic this

[01:13:07] process of hardwiring cannot occur if you are constantly distracted moving from one task to another once an action

[01:13:14] becomes automatic you now have the mental space to observe yourself as you practice you must use this distance to

[01:13:20] take note of your weaknesses or flaws that need correction to analyze yourself it helps also to gain as much feedback

[01:13:27] as possible from others to have standards against which you can measure your progress so that you are aware of

[01:13:32] how far you have to go trying something over and over again grounds you in reality making you deeply aware of your

[01:13:39] inadequacies and of what you can accomplish with more work and effort if you take this far enough you will

[01:13:45] naturally enter the cycle of accelerated returns as elements become more automatic your mind is not exhausted by

[01:13:51] the effort and you can practice harder which in turn brings greater skill and more pleasure you can look for

[01:13:58] challenges new areas to conquer keeping your interest at a high level as as the

[01:14:03] cycle accelerates you can read your point where your mind is totally absorbed in the practice entering a kind

[01:14:08] of flow in which everything else is blocked out you become one with the tool or instrument or thing you are studying

[01:14:14] in essence when you practice and develop any skill you transform yourself in the process your sense of pleasure becomes

[01:14:21] redefined what offers immediate pleasure comes to seem like a distraction an

[01:14:27] empty entertainment to help pass the time real pleasure comes from overcoming challenges feeling confidence in your

[01:14:33] abilities gaining fluency and skills and experiencing the power this brings although it might seem that the time

[01:14:40] necessary to master the requisite skills and attain a level of expertise would depend on the field and your own Talent

[01:14:46] level those who have researched the subject repeatedly come up with a number of Ten Thousand hours this seems to be

[01:14:52] the amount of quality practice time that is needed for someone to reach a high level of skill and it applies to

[01:14:58] composers chess players writers and athletes among others to ten thousand

[01:15:03] hours generally adds up to seven to ten years of sustained solid practice roughly a period of a traditional

[01:15:09] apprenticeship in other words concentrated practice over time cannot fail but produce result step 3

[01:15:16] experimentation the active mode this is the shortest part of the process but a

[01:15:22] critical component nonetheless as you gain in skill and confidence you must make the move to a more active mode of

[01:15:28] experimentation this could mean taking on more responsibility initiating a project of some sort doing work that

[01:15:35] exposes you to the criticisms of peers or even the public the point of this is to gauge your progress and whether there

[01:15:42] are still gaps in your knowledge you are observing yourself in action and seeing how you respond to the judgments of

[01:15:48] others can you take criticism and use it constructively most people wait too long

[01:15:53] to take this step generally out of fear it is always easier to learn the rules and stay within your comfort zone often

[01:16:00] you must force yourself to initiate such actions or experiments before you think you are ready you are testing your

[01:16:06] character moving past your fears and developing a sense of Detachment to your work looking at it through the eyes of

[01:16:13] others you're getting a taste for the next phase in which what you produce will be under constant scrutiny you will

[01:16:20] know when your apprenticeship is over by the feeling that you have nothing left to learn in this environment

[01:16:25] it is time to declare your Independence or move to another place to continue your apprenticeship and expand your

[01:16:31] skill base later in life when you are confronted with a career change or the need to learn new skills having gone

[01:16:37] through this process before it will become second nature you have learned how to learn many people might find the

[01:16:43] notion of an apprenticeship and skill acquisition as quaint relics of bygone eras when work meant making things after

[01:16:50] all we have entered the information and computer age in which technology makes it so we can do without the kinds of

[01:16:56] menial tasks that require practice and repetition so many things have become virtual in our lives making the

[01:17:02] Craftsman model obsolete or so the argument goes in truth however the era

[01:17:07] we have entered is not one in which technology will make everything easier but rather a time of increased

[01:17:13] complexity that affects every field in business competition has become globalized and more intense a business

[01:17:20] person must have a command of a much larger picture than in the past which means more knowledge and deals the

[01:17:26] future in science lies in the combining and cross fertilization of knowledge in various fields in the Arts tastes and

[01:17:34] styles are changing at an accelerated rate an artist must be on top of this and be capable of creating new forms

[01:17:40] always remaining ahead of the curve this often requires having more than just a

[01:17:45] specialized knowledge of that particular art form it requires knowing other Arts even the sciences and what is happening

[01:17:52] in the world in all of these areas the human brain is asked to do and handle more than ever before we are dealing

[01:17:59] with several fields of knowledge constantly intersecting with our own and all of this chaos is exponentially

[01:18:05] increased by the information available through technology what this means is that all of us must possess different

[01:18:11] forms of knowledge and an array of skills in different fields and have Minds that are capable of organizing

[01:18:17] large amounts of information the future belongs to those who learn more skills and combine them in creative ways in the

[01:18:24] process of learning skills no matter how virtual Remains the Same in the future the great division will be between those

[01:18:31] who have trained themselves to handle these complexities and those who are overwhelmed by them those who are

[01:18:37] overwhelmed by them those who can acquire skills and discipline their minds and those who are irrevocably

[01:18:42] distracted by all the media around them and can never focus enough to learn the apprenticeship phase is more relevant

[01:18:48] and important than ever and those who discount this notion will almost certainly be left behind strategies for

[01:18:54] completing the ideal apprenticeship do not think that what is hard for you to master is humanly impossible and if

[01:19:01] it is humanly possible consider it to be within your reach Marcus Aurelius

[01:19:07] throughout history Masters in all Fields have devised for themselves various strategies to help them pursue and

[01:19:13] complete an ideal apprenticeship the following are eight classic strategies distilled from the stories of their

[01:19:19] lives although some might seem more relevant than others to your circumstances each of them relates

[01:19:25] fundamental truths about the learning process itself that you would be wise to internalize one value learning over

[01:19:32] money it is a simple law of human psychology that your thoughts will tend to revolve around what you value most if

[01:19:39] it is money you will choose a place for your apprenticeship that offers the biggest paycheck inevitably in such a

[01:19:45] place you will feel greater pressures to prove yourself worthy of such pay often before you are really ready you will be

[01:19:52] focused on yourself your insecurities the need to please and impress the right people and not on acquiring skill it

[01:19:59] will be too costly for you to make mistakes and learn from them so you will develop a cautious conservative approach

[01:20:05] as you progress in life you will become addicted to the fat paycheck and it will determine where you go how you think and

[01:20:13] what you do eventually the time that was not spent on learning skills will catch up with you and the fall will be painful

[01:20:20] instead you must value learning above everything else this will lead you to all of the right choices you will opt

[01:20:27] for the situation that will give you the most opportunities to learn particularly with hands on work you will choose a

[01:20:34] place that has people and mentors who can Inspire and teach you a job with mediocre pay has the added benefit of

[01:20:40] training you to get by with less a valuable life skill if your apprenticeship is to be mostly on your

[01:20:46] own time a self-apprenticeship you will choose a place that pays the bills perhaps one that keeps your mind sharp

[01:20:53] but that also leaves you the time and mental space to do valuable work on your own you must never disdain an

[01:20:59] apprenticeship with no pay in fact it is often the height of wisdom to find the perfect mentor and offer your services

[01:21:06] as an assistant for free happy to exploit your cheap and eager Spirit such mentors will often divulge more than the

[01:21:13] usual Trade Secrets In The End by valuing learning above all else you will

[01:21:18] set the stage for your creative expansion and the money will soon come to you two keep expanding your horizons

[01:21:25] for most people this is the reality of the apprenticeship phase no one is really going to help you or give you

[01:21:32] Direction in fashioning an apprenticeship in fact the odds are against you if you desire an

[01:21:38] apprenticeship if you want to learn and set yourself up for Mastery you have to do it yourself and with great energy

[01:21:43] when you enter this phase you generally begin at the lowest position your access

[01:21:48] to knowledge and people is limited by your status if you are not careful you will accept this status and become

[01:21:55] defined by it instead you must struggle against any limitations and continually work to expand your horizon reading

[01:22:03] books and materials that go beyond what is required is always a good starting point being exposed to ideas in the wide

[01:22:09] world you will tend to develop a hunger for more and more knowledge you will find it harder to remain satisfied in

[01:22:15] any narrow Corner which is precisely the point you submit to the reality of being weak and needing to learn what is

[01:22:21] required but you place no limits on the subjects you will learn and the skills you will acquire the people in your

[01:22:27] field in your immediate circle are like worlds unto themselves their stories and viewpoints will

[01:22:33] naturally expand your horizons and build up your social skills mingle with as many different types of people as

[01:22:39] possible those circles will slowly widen any kind of outside schooling will add

[01:22:44] to the dynamic be relentless in your Pursuit for expansion whenever you feel like you're settling into some circle

[01:22:51] force yourself to shake things up and look for new challenges with your mind expanding you will redefine the limits

[01:22:57] of your apparent world soon ideas and opportunities will come to you and your apprenticeship will

[01:23:02] naturally complete itself 3. revert to a feeling of inferiority what prevents people from learning is

[01:23:09] not the subject itself no matter how difficult it is the human mind has Limitless capabilities but rather

[01:23:16] certain learning disabilities that tend to fester and grow in our minds as we get older these include a sense of

[01:23:22] smugness and superiority whenever we encounter something alien to our ways as well as rigid ideas about what is real

[01:23:28] or true often indoctrinated in Us by schooling or family if we feel like we

[01:23:34] know something our minds close off to other possibilities we see reflections of the truth we have already assumed

[01:23:40] such feelings of superiority are often unconscious and stem from a fear of what is different or unknown we are rarely

[01:23:47] aware of this and often imagine ourselves to be Paragons of impartiality children are generally free of these

[01:23:54] handicaps they are dependent upon adults for their survival and naturally feel inferior this sense of inferiority gives

[01:24:01] them a hunger to learn through learning they can bridge the gap and not feel so helpless their minds are completely open

[01:24:08] they pay greater attention this is why children can learn so quickly and so deeply

[01:24:14] unlike other animals we humans retain what is known as neotony mental and physical traits of immaturity well into

[01:24:21] our adult years we have the remarkable capability of returning to a childlike Spirit especially in moments in which we

[01:24:28] must learn something well into our 50s and Beyond we can return to that sense of wonder and curiosity Reviving Our

[01:24:35] Youth and apprenticeships understand when you enter a new environment your tasked to learn and absorb as much as

[01:24:41] possible for that purpose you must try to revert to a childlike feeling of inferiority the feeling that others know

[01:24:48] much more than you and that you are dependent upon them to learn and safely navigate your apprenticeship you drop

[01:24:54] all of your preconceptions about an environment or field any lingering feelings of smugness you have no fears

[01:25:01] you have no fears you interact with people and participate in the culture as deeply as possible you are full of

[01:25:08] curiosity assuming this sensation of inferiority your mind will open up and you will have a hunger to learn this

[01:25:15] position is of course only temporary you are reverting to a feeling of dependence so that within five to ten years you can

[01:25:22] learn enough to finally declare your Independence and enter full adulthood four trust the process what separates

[01:25:29] masters from others is often something surprisingly simple whenever we learn a skill we frequently reach a point of

[01:25:36] frustration what we are learning seems beyond our capabilities giving into these feelings we unconsciously quit on

[01:25:42] ourselves before we actually give up the difference between those who succeed and those who don't is not simply a matter

[01:25:49] of determination but more of trust and faith many of those who succeed in life

[01:25:55] have had the experience in their youth of having mastered some skill a sport or game a musical instrument a foreign

[01:26:01] language and so on buried in their minds is the sensation of overcoming their frustrations and entering the cycle of

[01:26:07] accelerated returns in moments of doubt in the present the memory of the past experience Rises to the surface

[01:26:14] filled with trust in the process they trudge on well past the point at which others slow down or mentally quit when

[01:26:21] it comes to mastering a skill time is the magic ingredient a assuming your practice proceeds at a steady level over

[01:26:28] days and weeks certain elements of the skill become hardwired slowly the entire

[01:26:33] skill becomes internalized part of your nervous system the mind is no longer mired in the

[01:26:39] details but can see the larger picture it is a miraculous sensation and practice will lead you to that point no

[01:26:45] matter the talent level you're born with the only real impediment to this is yourself and your emotions boredom Panic

[01:26:53] frustration insecurity you cannot suppress such emotions they are normal

[01:26:58] to the process and are experienced by everyone including Masters what you can do is have faith in

[01:27:05] the process the boredom will go away once you enter the cycle the Panic disappears after repeated exposure the

[01:27:12] frustration is a sign of progress a signal that your mind is processing complexity and requires more practice

[01:27:17] the insecurities will transform into their opposites when you gain Mastery trusting this will all happen you will

[01:27:24] allow the natural learning process to move forward and everything else will fall into place five move toward

[01:27:31] resistance in Pain by Nature we humans shrink from anything that seems possibly

[01:27:36] painful or overtly difficult we bring this natural tendency to our practice of any skill once we grow Adept

[01:27:43] at some aspect of this skill generally one that comes more easily to us we prefer to practice this element over and

[01:27:50] over our skill becomes lopsided as we avoid our weaknesses knowing that in our

[01:27:55] practice we can let down our guard since we are not being watched or under pressure to perform we bring to this a

[01:28:01] kind of dispersed attention we tend to also be quite conventional in our practice routines we generally follow

[01:28:07] what others have done performing the accepted exercises for these skills this is the path of amateurs to attain

[01:28:14] Mastery you must adopt what we shall call resistance practice the principle is simple you go in the opposite

[01:28:21] direction of all of your natural tendencies when it comes to practice first you resist the temptation to be

[01:28:27] nice to yourself you become your own worst critic you see your work as if Through The Eyes of others you recognize

[01:28:34] your weaknesses precisely the elements you're not good at those are the aspects you give precedence to in your practice

[01:28:41] you find a kind of perverse pleasure in moving past the pain this might bring second you resist the lure of easing up

[01:28:49] on your focus you train yourself to concentrate and practice with double the intensity as if it were the real thing

[01:28:55] times two in devising your own routines you become as creative as possible you

[01:29:00] invent exercises that work upon your weaknesses you give yourself arbitrary deadlines to meet certain standards

[01:29:06] constantly pushing yourself past perceived limits in this way you develop your own standards for excellence

[01:29:12] generally higher than those of others in the end your five hours of intense

[01:29:18] focused work are the equivalent of 10 for most people soon enough you will see the results of such practice and others

[01:29:24] will Marvel at the apparent ease in which you accomplish your deed six Apprentice yourself in Failure when it

[01:29:31] comes to being an entrepreneur there's really only one effective form of apprenticeship failure it is like

[01:29:37] working on a machine when a device malfunctions you do not take it personally or grow despondent it is in

[01:29:44] fact a blessing in disguise such malfunctions generally show you inherent flaws and means of improvement you

[01:29:50] simply keep tinkering until you get it right the same should apply to your first entrepreneurial Ventures mistakes

[01:29:57] and failures are precisely your means of Education they tell you about your own inadequacies it is hard to find out such

[01:30:04] things from people as they are often political with their praise and criticisms your failures also permit you

[01:30:10] to see the flaws of your ideas which are only revealed in the execution of them you learn what your audience or clients

[01:30:17] really want the discrepancy between your ideas and how they affect the public think of it

[01:30:22] this way there are two kinds of failure the first comes from never trying out your ideas because you're afraid or

[01:30:29] because you were waiting for the perfect time this kind of failure you can never learn from and such timidity will

[01:30:35] destroy you the second kind comes from a bold and venturesome spirit if you fail

[01:30:40] in this way the hit that you take to your reputation is greatly outweighed by what you learn repeated failure will

[01:30:46] toughen your spirit and show you with absolute Clarity how things must be done in fact it is a curse to have everything

[01:30:53] go right on your first attempt you will fail to question the element of luck making you think that you have the

[01:30:58] Golden Touch when you do inevitably fail it will confuse and demoralize you past the point of learning in any case to

[01:31:06] Apprentice as an entrepreneur you must act on your ideas as early as possible exposing them to the public a part of

[01:31:12] you even hoping that you'll fail you have everything to gain 7. combine the

[01:31:17] how and the what we humans live in Two Worlds first there is the outer world of

[01:31:23] appearances all of the forms of things that cap activate our eye but hidden from our view is another world how these

[01:31:29] things actually function their Anatomy or composition the parts working together and forming the whole this

[01:31:36] second world is not so immediately captivating it is harder to understand it is not something visible to the eye

[01:31:42] but only to the mind that glimpses the reality but this how of things is just as poetic once we understand it it

[01:31:49] contains the secret of life of how things move and change this division between the how and the what can be

[01:31:55] applied to almost everything around us we see the machine not how it works we

[01:32:01] see a group of people producing something as a business not how the group is structured or how the products

[01:32:06] are manufactured and distributed in a similar fashion we tend to be mesmerized by people's appearances not the

[01:32:12] psychology behind what they do or say in overcoming this division in combining the how and the what of the field we

[01:32:19] work in we gain a much deeper or rather more round knowledge of it we grasp a

[01:32:24] larger portion of the reality that goes into making whatever it is we produce understand we live in the world of a sad

[01:32:31] separation that began some 500 years ago when Art and Science split apart scientists and technicians live in their

[01:32:38] own world focusing mostly on the how of things others live in the world of appearances

[01:32:43] using these things but not really understanding how they function just before the split occurred it was the

[01:32:49] ideal of the Renaissance to combine these two forms of knowledge this is why

[01:32:54] the work of Leonardo da Vinci continues to Fascinate us and why the Renaissance remains an ideal

[01:33:00] this more rounded knowledge is in fact a way of the future especially now that so much more information is available to

[01:33:07] all of us this should be a part of our apprenticeship we must make ourselves study as deeply as possible the

[01:33:13] technology we use the functioning of the group we work in the economics of our field it's life blood we must constantly

[01:33:22] ask the questions how do things work how do decisions get made how does the group

[01:33:27] interact rounding our knowledge in this way will give us a deeper feel for reality and the heightened power to

[01:33:32] alter it eight Advance through trial and error each age tends to create a model

[01:33:38] of apprenticeship that is suited to the system of production that prevails at the time in the Middle Ages during the

[01:33:43] birth of modern capitalism and the need for quality control the first apprenticeship system appeared with its

[01:33:49] rigidly defined terms with the Advent of the Industrial Revolution this model of

[01:33:55] apprenticeship became largely outmoded but the idea behind it lived on in the form of self-apprenticeship developing

[01:34:02] yourself from within a particular field as Darwin did in biology this suited the

[01:34:07] growing individualistic Spirit of the time we are now in in the information age with computers dominating nearly all

[01:34:14] aspects of commercial life although there are many ways in which this could influence the concept of apprenticeship

[01:34:19] it is the hacker approach to programming that may offer the most promising model for this new age the model goes like

[01:34:26] this you want to learn as many skills as possible following the direction that circumstances lead you to but only if

[01:34:33] they are related to your deepest interest like a hacker you value the process of self-discovery and making

[01:34:39] things that are of the highest quality you avoid the Trap of following one set career path you are not sure where this

[01:34:46] will all lead but you are taking full advantage of the openness of information all of the knowledge about skills now at

[01:34:52] our disposal you see what kind of work suits you and what you want to avoid at all cost you move by trial and error

[01:35:00] this is how you pass your 20s you are the programmer of this wide-ranging apprenticeship within the loose

[01:35:06] constraints of your personal interests you are not wandering about because you are afraid of commitment but because

[01:35:12] you're expanding your skill base and your possibilities at a certain point when you are ready to settle on

[01:35:18] something ideas and opportunities will inevitably present themselves to you when that happens all of the skills you

[01:35:24] have accumulated will prove invaluable you will be the master at combining them in ways that are unique and suited to

[01:35:30] your individuality you may settle on this one place or idea for several years accumulating in the process even more

[01:35:37] skills then move in a slightly different direction when the time is appropriate in this new age those who follow a rigid

[01:35:44] singular path in their youth often find themselves in a career dead end in their 40s or overwhelmed with boredom the

[01:35:51] wide-ranging apprenticeship of your 20s will yield the opposite a pending possibilities as you get older part 3

[01:35:58] absorb the Master's power the mentor Dynamic life is short and your time for

[01:36:04] Learning and creativity is limited without any guidance you can waste valuable years trying to gain knowledge

[01:36:10] and practice from various sources instead you must follow the example set by Masters throughout the ages and find

[01:36:17] the proper Mentor the mentor Protege relationship is the most efficient and productive form of learning the right

[01:36:24] Mentor is nowhere to focus your attention and how to challenge you their knowledge and experience become yours

[01:36:29] they provide immediate and realistic feedback on your work so you can improve more rapidly choose the mentor who best

[01:36:36] fits your needs and connects to your life's task once you have internalized their knowledge you must move on and

[01:36:43] never remain in their Shadow your goal is always to surpass your mentors in Mastery and Brilliance the Alchemy of

[01:36:50] knowledge growing up amid poverty in London it seemed that the fate of Michael Faraday 1791

[01:36:57] 1867 was pretty much sealed for him at Birth he would either follow in his Father's Footsteps and become a

[01:37:02] blacksmith or he would pursue some other male trade his options were severely limited by his circumstances his parents

[01:37:09] had 10 children into feed and support the father worked sporadically because of illness and the family needed

[01:37:15] additional income the parents waited anxiously for the day when young Faraday would turn 12 and could get a job or

[01:37:21] begin some kind of apprenticeship there was one trait however that marked him as different and was potentially troubling

[01:37:28] he had an extremely active mind one that was perhaps unsuited for a career that

[01:37:33] would entail mostly physical labor when he was not doing errands and chores for his mother he would wander the streets

[01:37:39] of Central London observing the world around him with utmost intensity nature it seemed to him was full of

[01:37:46] secrets that he wanted to ponder and unravel everything interested him and his curiosity was Limitless he would ask

[01:37:53] endless questions of his parents or anyone he could find about plants or minerals or any seemingly inexplicable

[01:37:59] occurrence in nature he seemed hungry for knowledge and frustrated by his lack of means to get it one day he wandered

[01:38:06] into a nearby shop that bound and sold books the sight of so many shiny books on the shelves astounded him his own

[01:38:13] schooling had been minimal and he had really only known one book in his life the Bible to Faraday who came from a

[01:38:20] very religious family the printed words of the Bible had a kind of magical power he imagined that each of the books in

[01:38:27] this shop opened up different worlds of knowledge form of magic in its own right the owner

[01:38:33] of the shop George repo was instantly Charmed by the young man's reverence for his books he had never met someone quite

[01:38:39] so intense at such a young age he encouraged him to return and soon Faraday began to frequent the shop to

[01:38:46] help Faraday's family Rebo gave him a job as a delivery boy impressed with his work ethic he invited him to join the

[01:38:52] shop itself as an apprentice bookbinder Faraday happily accepted and in 1805 he

[01:38:58] began his seven year apprenticeship in the initial months of the job surrounded by all these books the young man could

[01:39:05] hardly believe his Good Fortune new books were rare Commodities in those days luxury items for the well to do not

[01:39:12] even a public library contained what could be found in rebo's shop the owner encouraged him to read whatever he liked

[01:39:18] in his off hours and Faraday obliged by devouring almost every single book that

[01:39:23] passed through his hands one evening he read an encyclopedia passage on the most recent discoveries in electricity a and

[01:39:30] he suddenly felt as if he had found his calling in life here was a phenomenon that was invisible to the eye but that

[01:39:36] could be revealed and measured through experiments this process of uncovering Nature's Secrets through experiment

[01:39:42] enthralled him science it seemed to him was a great quest to unravel the mysteries of creation itself somehow he

[01:39:50] would transform himself into a scientist this was not a realistic goal on his part and he knew it in England at the

[01:39:57] time access to Laboratories into science as a career was only open to those with a university education which meant those

[01:40:04] from the upper classes How could a book finder's Apprentice even dream of overcoming such odds even if he had the

[01:40:10] energy and desire to attempt it he had no teachers no guidance no structure or method to his studies then in 1809 a

[01:40:18] book came into the shop that finally gave him some hope it was called Improvement of the Mind a self-help

[01:40:24] guide written by Reverend Isaac Watts first published in 1741 the book

[01:40:29] revealed a system of learning and improving your lot in life no matter your social class it prescribed courses

[01:40:35] of action that anyone could follow and promised results Faraday read it over and over carrying it with him wherever

[01:40:42] he went he followed the book's advice to the letter for Watts learning had to be an active

[01:40:48] process he recommended not just reading about scientific discoveries but actually recreating the experiments that

[01:40:54] led to them and so with rebo's blessing Faraday began a series of basic experiments in electricity and chemistry

[01:41:01] in the back room of the shop Watts advocated the importance of having teachers and not just learning from

[01:41:07] books Faraday dutifully began to attend the numerous lectures on science that were popular in London at the time Watts

[01:41:14] advocated not just listening to lectures but taking detailed notes then reworking the notes themselves all of this

[01:41:21] imprinting the knowledge deeper in the brain Faraday would take this even further attending the lectures of the

[01:41:27] popular scientist John Tatum each week on a different subject he would note down the most important words and

[01:41:33] Concepts quickly sketch out the various instruments Tatum used and diagram the experiment over the next few days he

[01:41:40] would expand the notes into sentences and then into an entire chapter on the subject elaborately sketched and

[01:41:46] narrated in the course of a year this added up to a thick scientific encyclopedia he had created on his own

[01:41:52] his knowledge of science had grown by Leaps and Bounds and had assumed a kind of organizational shape modeled on his

[01:41:59] note one day monsieuri Evo showed this rather impressive collection of notes to a customer named William dance a member

[01:42:06] of the prestigious Royal Institution an organization that sought to promote the latest advances in science thumbing

[01:42:13] through Faraday's chapters dance was astounded at how clearly and concisely he had summarized complicated topics he

[01:42:20] decided to invite the young man to attend a series of lectures by the renowned and recently knighted chemist

[01:42:25] Humphrey Davey to be given at the Royal Institution where Davey was director of the chemistry laboratory the lectures

[01:42:32] had been sold out well in advance and this was a rare privilege for a young man of Faraday's background but for him

[01:42:38] it was much more faithful than that Davey was the preeminent chemist of his time he had made numerous discoveries

[01:42:44] and was advancing the new field of electrochemistry his experiments with various gases and chemicals were highly

[01:42:50] dangerous and had led to numerous accidents this only added to his reputation as a

[01:42:55] Fearless Warrior for science his lectures were events he had a flair for

[01:43:00] the dramatic performing clever experiments before a dazzled audience he came from a modest background and had

[01:43:07] raised himself to the heights of science having gained the attention of some valuable mentors to Faraday Davey was

[01:43:14] the only living scientist he could model himself after considering Davey's lack of any solid formal education arriving

[01:43:21] early each time and gaining the closest seat he could find he soaked up every aspect of Davy's lectures taking the

[01:43:27] most detailed notes he had ever attempted these lectures had a different effect upon Faraday than others he'd attended

[01:43:33] he was inspired and yet he also could not help but feel somewhat dejected after all of these years of studying on

[01:43:40] his own he had managed to expand his knowledge of Science and of the natural world but science does not consist of

[01:43:47] the accumulation of information it is a way of thinking of approaching problems the scientific spirit is creative

[01:43:54] Faraday could feel it in Davey's presence as an amateur scientist looking at the field from the outside his

[01:44:00] knowledge was one dimensional and would lead nowhere he needed to move to the inside where he could gain practical

[01:44:07] hands on experience become part of the community and learn how to think like a

[01:44:12] scientist and to move closer to this scientific spirit and absorb its Essence he would need a mentor this seemed like

[01:44:19] an impossible Quest but with his apprenticeship coming to an end and facing the prospect of being a

[01:44:24] bookbinder for Life Faraday went into desperation mode he wrote letters to the president of the Roy well society and

[01:44:31] applied for the most menial jobs in any kind of laboratory he was relentless and yet months went by with no results then

[01:44:39] one day out of the blue he received a message from Humphrey Davy's office the chemist had been blinded by yet another

[01:44:45] explosion in his laboratory at the Royal Institution and the condition would last for several days during this time he

[01:44:52] needed a personal assistant to take notes and organize his materials Mr dance a good friend of Davies had

[01:44:58] recommended young Faraday for the job there seemed something fateful even magical in this occurrence Faraday would

[01:45:05] have to make the most of it do whatever he could to impress the great chemist awe struck to be in Davey's presence

[01:45:12] Faraday listened with utmost intensity to every one of his instructions and did more than was asked for when Davey

[01:45:18] however had recovered his sight he thanked Faraday for his work but made it clear that the Royal Institution already

[01:45:24] had a laboratory assistant and there were simply no openings for him on any level for Faraday felt despondent but he

[01:45:32] was not ready to give up he would not let this be the end only a few days in Davie's presence had revealed so many

[01:45:37] learning possibilities Davey liked to talk about his ideas as they occurred to him and gained feedback from anyone

[01:45:43] around him discussing with Faraday one experiment he was planning afforded the young man a glimpse into how his mind

[01:45:49] worked and it was fascinating Davey would be the ultimate mentor and Faraday determined that he would have to make

[01:45:55] this happen he went back to the notes he had taken on Davey's lectures he worked them into a beautifully organized

[01:46:00] booklet carefully handwritten and full of sketches and diagrams sent this off to Davey as a gift he then

[01:46:07] wrote to him a few weeks later reminding Davey about the experiment he had mentioned but had probably forgotten

[01:46:12] about Davey was notoriously absent-minded Faraday heard nothing but then one day in February 1813 he was

[01:46:20] suddenly summoned to the Royal Institution that same morning the institution's laboratory assistant had

[01:46:26] been fired for insubordination they needed to replace him immediately and Davey had recommended young Faraday the

[01:46:33] job mostly involved cleaning bottles and Equipment sweeping and lighting fireplaces the pay was low considerably

[01:46:39] lower than what he could gain as a book binder but Faraday hardly believing his Good Fortune accepted on the spot his

[01:46:46] education was so rapid it shocked him it was nothing like the progress he had made on his own under his mentor's

[01:46:52] supervision he learned how to prepare Davey's chemical mixtures including some of the more explosive varieties he was

[01:46:58] taught the rudiments of chemical analysis from perhaps the greatest living practitioner of the art his

[01:47:03] responsibilities began to grow and he was given access to the lab for his own experiments he worked night and day to

[01:47:10] bring a much needed order to the laboratory and its shelves he watched Davey closely at work taking careful

[01:47:16] note of his highly creative way of devising crucial experiments that physically demonstrated his ideas and

[01:47:22] slowly their relationship deepened clearly Davey saw him as a younger version of himself by the year 1821

[01:47:29] however Faraday had to confront an unpleasant reality Davey was keeping him

[01:47:34] under his thumb after eight years of an intense apprenticeship he was now an accomplished chemist in his own right

[01:47:40] with expanding knowledge of other Sciences he was doing independent research but Davey was still treating

[01:47:46] him as an assistant making him send packets of dead flies for his fishing lures and assigning him other menial

[01:47:51] tasks it was Davey who had rescued him from the drudgery of the book binding business he owed him everything but

[01:47:59] Faraday was now 30 years old and if he were not allowed soon enough to declare his independence his most creative years

[01:48:05] would be wasted as a laboratory assistant to leave on bad terms however would ruin his name in the scientific Community

[01:48:12] especially considering his own lack of reputation then finally Faraday found a

[01:48:17] chance to separate himself from his overbearing mentor and he exploited this opportunity to the maximum scientists

[01:48:23] throughout Europe were making discoveries about the relationship between electricity and magnetism but

[01:48:29] the effect they had on each other was strange creating a movement that was not linear and direct but apparently more

[01:48:36] circular nothing in nature was quite like this how to reveal the exact shape of this effect or movement in an

[01:48:42] experiment became the rage and soon Davey got involved working with a fellow scientist named William Hyde Wollaston

[01:48:49] they proposed the idea that the movement created by electromagnetism was more like a spiral involving Faraday in their

[01:48:57] experiments they devised a way to break up the movement into small increments that could be measured once this was all

[01:49:03] added up it would show the spiral motion at about the same time Faraday was asked by a close friend to write a review of

[01:49:10] all that was known about electromagnetism for an established journal and so he began a rigorous study

[01:49:15] of the field thinking like his mentor he speculated that there must be a way to physically demonstrate the motion

[01:49:21] created by electromagnet in a continual fashion so that no one could dispute the result One Night in September 1820 one

[01:49:29] he had a vision of just such an experiment and he put it into practice with a bar magnet secure upright and a

[01:49:36] cup of liquid mercury a metal that conducts electricity Faraday placed a suspended Wire buoyed by a quirk in the

[01:49:43] Mercury when the wire was charged with electricity The Quirk moved around the magnet in a precise conical path the

[01:49:49] reverse experiment with the wire secured in the water revealed the same pattern this was the first time in history that

[01:49:56] electricity had been used to generate continual motion the precursor to all electric motors the experiment was so

[01:50:03] simple and yet only Faraday had seen it so clearly it revealed a way of thinking that was very much the product of Davy's

[01:50:09] tutelage excited about what he had done he rushed to have his results published in his haste to get his report out

[01:50:16] however Faraday had forgotten to mention the research done by Wollaston and Davey soon enough the rumor spread that fair

[01:50:22] day had actually plagiarized their work realizing his mistake Faraday met with

[01:50:27] walliston and showed him how he had reached his results independent of anyone else's work Wollaston agreed and

[01:50:33] let the matter drop but the rumors continued and soon it became clear that the source of them was Davey himself he refused to accept

[01:50:40] Faraday's explanation and no one knew quite why when Faraday was nominated to the Royal Society because of his

[01:50:47] Discovery it was Davey as president who tried to block it a year later when Faraday made yet another important

[01:50:54] Discovery Davey claimed partial credit for it he seemed to believe that he had created Faraday from nothing and so was

[01:51:02] responsible for everything he did Faraday had seen enough their relationship was essentially over he

[01:51:09] would never correspond with or see him again now having Authority within the scientific Community Faraday could do as

[01:51:16] he pleased his coming experiments would soon pave the way for all the most important advances in electrical energy

[01:51:22] and for the field theories that would revolutionize science in the 20th century he would go on to become one of

[01:51:28] History's Greatest practitioners of experimental science far outshining the fame of his one-time mentor keys to

[01:51:35] Mastery in the past people of power had an aura of authority that was very real some of this Aura emanated from their

[01:51:43] accomplishments and some of it from the position they occupied being a member of the aristocracy or a religious Elite

[01:51:49] this Aura had a definite effect and could be felt it caused people to respect and worship those who possessed

[01:51:56] it over the centuries however the slow process of democratization has worn away this Aura of authority in all of its

[01:52:03] guises to the point today of almost non-existence we feel rightly so that no

[01:52:09] one should be admired or worshiped merely for the position they occupy particularly if it comes from

[01:52:14] connections or a privileged background but this attitude carries over to people who have reached their position mostly

[01:52:20] through their own accomplishments we live in a culture that likes to criticize and debunk any form of

[01:52:25] authority to point out the weaknesses of those in power if we feel any Aura it is in the presence of celebrities and their

[01:52:32] seductive personalities some of this skeptical spear toward Authority is healthy particularly in relation to

[01:52:38] politics but when it comes to learning and the apprenticeship phase it presents a problem to learn requires a sense of

[01:52:45] humility we must admit that there are people out there who know our field much more deeply than we do their superiority

[01:52:52] is not a function of natural Talent or privilege but rather of time and experience

[01:52:57] but if we are not comfortable with this fact if we feel in general mistrustful of any kind of authority we will succumb

[01:53:04] to the belief that we can just as easily learn something on our own that being self-taught is more authentic we feel

[01:53:11] perhaps unconsciously that learning from Masters and submitting to their Authority is somehow an indictment of

[01:53:17] our own natural ability even if we have teachers in our lives we tend not to pay full attention to their advice often

[01:53:24] preferring to do things Our Own Way understand all that should concern you in the early stages of your career is

[01:53:31] acquiring practical knowledge in the most efficient manner possible for this purpose during the apprenticeship phase

[01:53:37] you will need mentors whose authority you recognize and to whom you submit your admission of need does not say

[01:53:44] anything essential about you but only about your temporary condition of weakness which your Mentor will help you

[01:53:50] overcome the reason you require a mentor is simple life is short you have only so

[01:53:55] much time and so much energy to expand you can learn what you need through books your own practice and occasional

[01:54:02] advice from others but the process is hit and miss the information in books is not tailored

[01:54:08] to your circumstances and individuality it tends to be somewhat abstract and hard to put into practice

[01:54:14] you can learn from your experiences but it can often take years to fully understand the meaning of what has

[01:54:20] happened it is always possible to practice on your own but you will not receive enough focused feedback you can

[01:54:27] often gain a self-directed apprenticeship in many fields but this could take 10 years maybe more mentors

[01:54:34] do not give you a shortcut but they streamline the process they invariably have their own great

[01:54:40] mentors giving them a richer and deeper knowledge of their field they're ensuing years of experience taught them

[01:54:46] invaluable lessons and strategies for learning their knowledge and experience become yours they can direct you away

[01:54:53] from unnecessary side paths or errors they observe you at work and provide real-time feedback making your practice

[01:55:00] more time efficient working closely with them you absorb the essence of their

[01:55:05] creative Spirit which you can now adapt in your own way what took you 10 years on your own could have been done in five

[01:55:11] with proper direction what makes the mentor Protege Dynamic so intense and so productive is the

[01:55:18] emotional quality of the relationship by Nature mentors feel emotionally invested in your education

[01:55:24] on your part you also feel emotionally drawn to them admiration for their achievements a desire to model yourself

[01:55:31] after them and so on mentors find this immensely flattering with this two-way

[01:55:37] emotional connection you both open up to each other in a way that goes beyond the usual teacher student Dynamic think of

[01:55:43] it this way the process of learning resembles the medieval practice of alchemy in alchemy the goal was to find

[01:55:50] a way to transform base metals or stones into gold to affect this Alchemist

[01:55:55] searched for what was known as the Philosopher's Stone a substance that would make dead stones or Metals come

[01:56:00] alive and organically change their chemical composition into gold although the Philosopher's Stone was

[01:56:07] never discovered it has profound relevance as a metaphor the knowledge that you need to become a master exists

[01:56:13] out there in the world it is like a base metal or deadstone this knowledge needs

[01:56:18] to be heated up and come alive within you transforming itself into something active and relevant to your

[01:56:24] circumstances the mentor is like the Philosopher's Stone through direct interaction with

[01:56:30] someone of experience you are able to quickly and efficiently heat up and animate this knowledge turning it into

[01:56:36] something like gold to initially entice the right Master to serve as your Mentor you will want to mix in a strong element

[01:56:42] of self-interest you have something tangible and practical to offer them in addition to your Youth and energy before

[01:56:49] he had ever met him Davey was aware of Faraday's work ethic and organizational skills that alone made him a desirable

[01:56:56] assistant considering this you may not want to go in search of mentors until you have acquired some Elementary skills

[01:57:03] and discipline that you can rely upon to interest them almost all Masters and people of power suffer from too many

[01:57:08] demands on their time and too much information to absorb if you can demonstrate the ability to help them

[01:57:14] organize themselves on these fronts to a degree that others cannot it will be much easier to get their attention and

[01:57:20] interest them in the relationship you will want as much personal interaction with the mentor as possible a virtual

[01:57:27] relationship is never enough there are cues and subtle aspects you can only pick up through a person person

[01:57:33] interaction judge as a way of doing things that has evolved through much experience it was only through constant exposure to

[01:57:40] Davey's thought process that Faraday understood the power of finding the crucial experiment to demonstrate an

[01:57:46] idea something he would adapt later on with great success mentors have their own strengths and

[01:57:52] weaknesses the good ones allow you to develop your own style and then to leave them when the time is right such types

[01:57:59] can remain lifelong friends and allies but often the opposite will occur they grow dependent on your services and

[01:58:06] want to keep you indentured they envy your Youth and unconsciously hinder you or become over critical you must be

[01:58:13] aware of this as it develops your goal is to get as much out of them as possible but at a certain point you may

[01:58:19] pay a price if you stay too long and let them subvert your confidence you're submitting to their Authority is by no

[01:58:25] means unconditional and in fact your goal all along is eventually to find your way to Independence having

[01:58:32] internalized and adapted their wisdom you must not allow yourself to feel any guilt when the time comes to assert

[01:58:38] yourself instead as Faraday did you should feel resentful and even angry

[01:58:43] about his desire to hold you back using such emotions to help you leave him in any event you will probably have several

[01:58:50] mentors in your life like stepping stones along the way to Mastery at each phase of life you must find the

[01:58:56] appropriate teachers getting what you want out of them moving on and feeling no shame for this

[01:59:02] it is the path your own Mentor probably took and it is the way of the world strategies for deepening them into our

[01:59:09] Dynamic one repays a teacher badly if one remains only a pupil friedright

[01:59:14] night's chip although you must submit to the authority of mentors in order to learn from and absorb their power to the

[01:59:20] highest degree this does not mean you remain passive in the process at certain critical points you can set and

[01:59:27] determine the dynamic personalize it to suit your purposes the following four strategies are designed to help you

[01:59:33] exploit the relationship to the fullest and transform the knowledge you gain into Creative Energy one choose the

[01:59:40] mentor according to your needs and inclinations the choice of the right Mentor is more important than you might

[01:59:46] imagine because so much of his or her future influence upon you can be deeper than you are consciously aware of the

[01:59:53] wrong choice can have a net negative effect upon your journey to Mastery you could end up absorbing conventions and

[01:59:59] styles don't fit you and that will confuse you later on if he or she is too domineering you could end up becoming a

[02:00:06] lifelong imitation of the mentor instead of a master in your own right people often err in this process when they

[02:00:13] choose someone who seems the most knowledgeable has a Charming personality or has the most stature in the field all

[02:00:19] superficial reasons do not simply choose the first possible Mentor who crosses your path

[02:00:26] be prepared to put as much thought into it as possible in selecting a mentor you will want to keep in mind your

[02:00:32] inclinations and life's task the future position you envision for yourself the mentor you

[02:00:39] choose should be strategically aligned with this if your path is in a more revolutionary Direction you will want a

[02:00:45] mentor who is open Progressive and not domineering if your ideal aligns more with a style that is somewhat

[02:00:51] idiosyncratic you will want a mentor who will make you feel comfortable with this and help you transform your

[02:00:57] peculiarities into Mastery instead of trying to squelch them if you are somewhat confused and ambivalent about

[02:01:03] your direction it can be useful to choose someone who can help you gain some clarity about what you want someone

[02:01:08] important in the field who might not fit perfectly with your tastes sometimes part of what a mentor shows us is

[02:01:15] something we will want to avoid or actively rebel against in this latter case you might initially want to

[02:01:20] maintain a little more emotional distance than normally recommended particularly if he or she is the

[02:01:25] domineering type over time you will see what to absorb and what to reject the mentor Dynamic replays something of the

[02:01:32] parental or father figure Dynamic it is a cliche that you do not get to choose the family you are born into but you are

[02:01:39] happily free to choose your mentors in this case the right choice can perhaps provide what your parents didn't give

[02:01:45] you support confidence direction space to discover things on your own look for

[02:01:51] mentors who can do that and be aware of falling into the opposite trap opting for a mentor who resembles one of your

[02:01:57] parents including all of his or her negative traits you will merely repeat what hampered you in the first place 2.

[02:02:04] gaze deep into the mentor's mirror to reach Mastery requires some toughness and a constant connection to reality as

[02:02:10] an apprentice it can be hard for us to challenge ourselves on our own in the proper way and to get a clear sense of

[02:02:16] our own weaknesses the times that we live in make this even harder developing discipline through challenging

[02:02:22] situations and perhaps suffering along the way are no longer values that are promoted in our culture people are

[02:02:28] increasingly reluctant to tell each other the truth about themselves their weaknesses their inner adequacies flaws

[02:02:35] in their work even the self-help books designed to set us straight tend to be soft and flattering telling us what we

[02:02:42] want to hear that we are basically good and can get what we want by following a few simple steps it seems abusive or

[02:02:49] damaging to people's self-esteem to offer them Stern realistic criticism to set them tasks that will make them aware

[02:02:55] of how far they have to go in fact this Indulgence in fear of hurting people's feelings is far more abusive in the long

[02:03:02] run it makes it hard for people to gauge where they are or to develop self-discipline it makes them unsuited

[02:03:09] for the rigors of the journey to Mastery it weakens people's will Masters are those who by Nature have

[02:03:15] suffered to get to where they are they have experienced endless criticisms of their work doubts about their progress

[02:03:21] setbacks along the way they know deep in their bones what is required to get to the creative phase and Beyond as mentors

[02:03:29] they alone can gauge the extent of our progress the weaknesses in our character the ordeals we must go through to

[02:03:36] advance in this day and age you must get the sharpest dose of reality that is possible from your Mentor you must go in

[02:03:43] search of it and welcome it if possible choose a mentor who is known for supplying this form of tough love if

[02:03:50] they shy away from giving it force them to hold up the mirror that will reflect you as you are get them to give you the

[02:03:56] proper challenges that will reveal your strengths and weaknesses and allow you to gain as much feedback as possible no

[02:04:02] matter how hard it might be to take accustom yourself to criticism confidence is important but if it is not

[02:04:09] based on a realistic appraisal of who you are it is mere grandiosity and smugness

[02:04:15] through the realistic feedback of your Mentor you will eventually develop a confidence that is much more substantial

[02:04:21] and worth possessing three transfigure their ideas as apprentices we all face

[02:04:26] the following Dilemma to learn from mentors we must be open and completely receptive to their ideas we must fall

[02:04:33] under their spell but if we take this too far we become so marked by their influence that we have no internal space

[02:04:40] to incubate and develop our own voice and we spend our lives tied to ideas that are not our own the solution is

[02:04:47] simple yet subtle even as we listen and incorporate the ideas of our mentors we must slowly cultivate some distance from

[02:04:54] them We Begin by gently adapting their ideas to our circumstances altering them to fit our style and inclinations

[02:05:01] as we progress we can become Bolder even focusing on faults or weaknesses in some

[02:05:06] of their ideas we slowly mold their knowledge into our own shape as we grow in confidence and contemplate our

[02:05:13] independence we can even grow competitive with the mentor we once were establishing our differences with the

[02:05:19] mentor is an important part of our self-development as Leonardo da Vinci said poor is The Apprentice who does not

[02:05:26] surpass his master 4. create a back and fourth dynamic in theory there should be

[02:05:32] no limit to what we can learn from mentors who have wide experience but in practice this is rarely the case the

[02:05:39] reasons are several at some point the relationship can become flat it is difficult for us to maintain the same

[02:05:44] level of attention that we had in the beginning we might come to resent their Authority a little especially as we gain

[02:05:50] in skill and the difference between us becomes somewhat less also they come from a different generation with a

[02:05:56] different world view at a certain point some of their cherished principles might seem a bit out of touch or irrelevant

[02:06:03] and we unconsciously tune them out the only solution is to evolve a more interactive Dynamic with the mentor if

[02:06:10] they can adapt to some of your ideas the relationship becomes more animated feeling a growing openness on their part

[02:06:16] to your input you're less resentful you are revealing to them your own experiences and ideas perhaps loosening

[02:06:24] them up so their principles don't Harden into Dogma such a style of interaction is more in tune with our Democratic

[02:06:30] times and can serve as something of an ideal but it should not go along with a rebellious attitude or a lessening and

[02:06:36] respect the dynamic sketched out earlier in this chapter Remains the Same you bring to the relationship the utmost in

[02:06:43] admiration and your total attention you're completely open to their instruction gaining their respect for

[02:06:48] how teachable you are they will fall a bit under your spell with your intense Focus you improve in your skill levels

[02:06:55] giving you the power to introduce more of yourself and your needs you give them feedback to their instruction perhaps

[02:07:02] adjust some of their ideas this must begin with you as you set the tone with your hunger to learn once a back and

[02:07:09] fourth Dynamic is sparked the relationship is almost Limitless potential for learning and absorbing

[02:07:14] power part four see people as they are social intelligence often the greatest

[02:07:21] obstacle to our pursuit of Mastery comes from the emotional drain we experience in dealing with the resistance and

[02:07:27] manipulations of the people around us the principal problem we face in the social arena is our naive tendency to

[02:07:34] project onto people our emotional needs and desires of the moment social intelligence is the ability to see

[02:07:40] people in the most realistic light possible by moving past our usual self-absorption we can learn to focus

[02:07:46] deeply on others reading their behavior in the moment seeing what motivates them and Discerning any possible manipulative

[02:07:52] Tendencies success attained without this intelligence is not true Mastery and will not last Thinking Inside in 1718

[02:08:01] Benjamin Franklin 1706-90 went to work as an apprentice and his brother James's printing shop in

[02:08:08] Boston his dream was to transform himself into a great writer at the printing shop he would not only be

[02:08:14] taught how to handle the machines but also how to edit manuscripts surrounded by books and newspapers he would have

[02:08:21] plenty of examples of good writing to study and learn from as the apprenticeship progressed the literary

[02:08:26] education he had imagined for himself came to pass and his writing skills improved immensely then in 1722 it

[02:08:34] seemed that he would finally have the perfect opportunity to prove himself as a writer his brother was about to launch

[02:08:40] his own large-scale newspaper called the New England corn Benjamin approached

[02:08:45] James with several interesting ideas for stories he could write but to his great disappointment his brother was not

[02:08:50] interested in his contributing to the new paper Benjamin knew it was pointless to argue with James he was a very

[02:08:56] stubborn young man but as he thought about the situation an idea suddenly came to him what if he were to create a

[02:09:03] fictional character who would write letters to the current if he wrote them well enough James would never suspect

[02:09:08] they were from Benjamin and he would print them after much thinking he decided upon the perfect character to

[02:09:14] create a young female widow named silence do good who had lots of strong opinions about life in Boston many of

[02:09:22] them quite absurd he sent the first rather lengthy letter to the Quran and watched with Amusement as his brother

[02:09:27] published it and added a note in the newspaper asking for more letters from her James continued publishing the

[02:09:33] subsequent letters and they quickly became the most popular part of the Quran Benjamin's responsibilities at the

[02:09:38] shop began to grow and he proved to be quite an Adept editor for the newspaper as well feeling proud of all his

[02:09:44] precocious achievements one day he could not help himself he confessed to James that he was the author of The do good

[02:09:51] letters expecting some praise for this he was surprised by James's vitriolic response his brother did not like being

[02:09:58] lied to to make matters worse over the next few months once he turned increasingly cold and even abusive to

[02:10:04] Benjamin it soon became impossible to work for him and by the fall of 1723 Benjamin decided to flee Boston turning

[02:10:12] his back on brother and family after several weeks of wandering he ended up in Philadelphia determined to settle

[02:10:18] there he was only 17 with virtually no money and no contacts but for some

[02:10:23] reason he felt full of Hope in the five years working for his brother he had learned more about the business than men

[02:10:29] twice his age sure enough within a few weeks he managed to secure a position at one of

[02:10:35] the two printing shops in town owned by a man named Samuel kymer Philadelphia was still relatively small and

[02:10:42] provincial at the time word spread quickly of the newcomer and his literary skills the governor of the colony of

[02:10:48] Pennsylvania William Keith had Ambitions of transforming Philadelphia into a cultural center and was not happy with

[02:10:55] the two established printing businesses hearing of Benjamin Franklin and of his writing Talent he sought him out clearly

[02:11:02] impressed with the young man's intelligence he urged him to start his own Printing Shop promising to lend him

[02:11:08] the initial amount that was needed to get the business going the machines and materials would have to come from London

[02:11:13] and Keith advised him to go there personally to supervise the acquisition he had contacts there and would bankroll

[02:11:19] at all Franklin could hardly believe his Good Fortune as he made his plans for London the money Keith had promised as a

[02:11:27] loan was not forthcoming but after writing to him a few times were finally came from the governor's office not to

[02:11:33] worry letters of credit would be waiting for him once he disembarked in England and so without explaining to kymer what

[02:11:40] he was up to he quit his job and bought his passage for the transatlantic Journey when he got to England there

[02:11:46] were no letters waiting feeling there must have been some kind of miscommunication he frantically looked

[02:11:52] in London for a representative of the governor to whom he could explain their agreement in his search He Came Upon a

[02:11:58] wealthy Merchant from Philadelphia who hearing his story revealed to him the truth Governor Keith was a notorious

[02:12:04] talker he was always promising everything to everyone trying to impress people with

[02:12:10] his power his enthusiasm for his scheme would rarely last more than a week he had no money to lend and his character

[02:12:16] was worth about as much as his promises as Franklin took this all in and considered his current predicament what

[02:12:23] Disturbed him was not that he now found himself in a precarious position alone and without money far from home

[02:12:29] there was no place more exciting for a young man than London and he would somehow make his way there what bothered

[02:12:35] him was how badly he had misread Keith and how naive he had been fortunately London was teeming with large-scale

[02:12:42] printing shops and within a few weeks of his arrival he found a position within one of them he got along well enough

[02:12:47] with his colleagues but soon he encountered a strange British custom five times a day his fellow printers

[02:12:54] would take a break to drink a pint of beer it fortified them for the work or so they said every week Franklin was

[02:13:00] expected to contribute to the Beer fund for those in the room including himself but he refused to pay up he did not like

[02:13:07] to drink during working hours and the idea that he should give up a part of his hard-earned wages for others to ruin

[02:13:13] their health made him angry he spoke honestly about his principles and they politely accepted his decision over the

[02:13:19] ensuing weeks however strange things began to happen mistakes kept popping up in texts he had already proof read and

[02:13:27] almost every day he noticed some new error for which he was blamed clearly somebody was sabotaging his work and

[02:13:33] when he complained to his fellow printers they attributed it all to a mischievous ghost who was known to haunt

[02:13:39] the room finally figuring out what this meant he let go of his principles and contributed to the Beer fund the mistake

[02:13:45] suddenly disappearing along with the ghost after this incident and several other indiscretions in London Franklin

[02:13:51] began to seriously wonder about himself he seemed hopelessly naive constantly

[02:13:56] misreading the intentions of the people around him thinking about this problem he was struck by an apparent Paradox

[02:14:02] when it came to his work he was supremely rational and realistic always looking to improve himself but with

[02:14:08] people it was virtually the opposite he would inevitably become swept up in his emotions and lose all contact with

[02:14:15] reality with his brother he wanted to impress him by revealing his authorship of the letters totally unaware of the

[02:14:22] envy and malevolence he would unleash with Keith he was so wrapped up in his dreams that he paid no attention to

[02:14:28] obvious signs that he paid no attention to obvious signs that the governor was all talk with the printers his anger

[02:14:35] blinded him to the fact that they would obviously resent his attempts at reform determined to break this pattern and

[02:14:41] change his ways he decided there was only one solution in all of his future interactions with people he would force

[02:14:48] himself to take an initial step backward and not get emotional from this more detached position he would focus

[02:14:54] completely on the people he was dealing with cutting off his own insecurities and desires from the equation gaining

[02:15:00] position inside people's minds he could see how to melt their resistance or thwart their malevolent plan

[02:15:05] after more than a year and a half of work in London Franklin finally saved enough money for his return Journey to

[02:15:11] the colonies and in 1727 he found himself back in Philadelphia looking once more for work in the midst of his

[02:15:18] search his former employer Samuel kymer surprised him by offering Franklin a

[02:15:24] nice position in the print shop he would be in charge of the staff and training the others kymer had recently hired as

[02:15:29] part of his expanding business for this he would receive a nice yearly salary Franklin accepted but almost from the

[02:15:36] beginning he could sense something was not right and so as he had promised himself he took a step back and calmly

[02:15:43] reviewed the fact he had five men to train but once he accomplished this task there would be little work left over for

[02:15:49] him kymer himself had been acting strangely much friendlier than usual he

[02:15:54] was an insecure and prickly gentleman and this friendly front did not fit in Imagining the situation from kymer's

[02:16:00] perspective he could sense that he must have greatly resented Franklin's sudden departure for London leaving him in the

[02:16:06] Lurch he must have seen Franklin as a young whippersnapper who needed his comeuppance he was not the type to

[02:16:13] discuss this with anyone but would seethe from within and scheme on his own thinking in this way kymer's intentions

[02:16:19] became clear to him he was planning to get Franklin to impart his extensive knowledge of the business to the new

[02:16:25] employees then fire him this would be his revenge certain he had read this correctly he

[02:16:31] decided to quietly turn the tables he used his new managerial position to build relationships with customers and

[02:16:37] to connect with successful merchants in the area he experimented with some new manufacturing methods he had learned in

[02:16:43] England when kymer was away from the shop he taught himself new skills such as engraving and ink making he paid

[02:16:50] close attention to his pupils and carefully cultivated one of them to be a first-rate assistant and just when he

[02:16:56] suspected that kymer was about to fire him he left and set up his own shop with financial backing greater knowledge of

[02:17:02] the business a solid base of customers who would follow him everywhere and a first-rate assistant whom he had trained

[02:17:08] in executing this strategy Franklin noticed how free he was from any feelings of bitterness or anger toward

[02:17:14] kymer it was all Maneuvers on a chessboard and by Thinking Inside kymer he was able to play the game to

[02:17:20] Perfection with a clear and level heated over the ensuing years Franklin's Printing business prospered he became an

[02:17:27] increasingly prominent member of the Philadelphia Delphia Community even entering into politics he was thought of

[02:17:33] as the quintessence of the trustworthy Merchant and citizen like his fellow townsfolk he dressed plainly he worked

[02:17:39] harder than anyone they knew he never frequented bars or gambling houses and he had a folksy and even humble manner

[02:17:45] his popularity was almost Universal but in the last public chapter of his life he acted in a way that seemed to

[02:17:52] indicate that he had changed and lost his common touch in 1776 a year after

[02:17:58] the outbreak of the war of independence Franklin Now a distinguished political figure in America was dispatched to

[02:18:05] France as a special commissioner to obtain arms financing and an alliance soon stories spread throughout the

[02:18:12] colonies of his various intrigues with French women and curzons and of his attendance at lavish parties and dinners

[02:18:18] much of which was true prominent politicians such as John Adams accused him of becoming corrupted by the

[02:18:24] parisians his popularity among Americans plummeted but what the critic 6 in

[02:18:29] public did not realize was that wherever he went he assumed the look the outward morals and the behavior of the culture

[02:18:36] at hand so that he could better make his way desperate to win the French over to the American cause and understanding

[02:18:42] their nature quite well he had transformed himself into what they had wanted to see in him the American

[02:18:48] version of the French spirit and way of life he was appealing to their notorious narcissism all of this worked to

[02:18:55] Perfection Franklin became a beloved figure to the French and a man of influence with their government in the

[02:19:01] end he brokered an important military Alliance and gained the kind of financing nobody else could have rested

[02:19:07] from the stingy French King this final Public Act in his life was not an aberration but the ultimate application

[02:19:14] of his social rationality keys to Mastery we humans are the preeminent

[02:19:19] social animal in theory all of us today possess the natural tools empathy

[02:19:25] rational thinking to have a supreme understanding of our fellow human in practice however these tools remain

[02:19:32] mostly undeveloped and the explanation for this can be found in the peculiar nature of our childhood and our extended

[02:19:38] period of dependency during this time of weakness and dependency we experience the need to idealize our parents our

[02:19:45] survival depends on their strength and reliability to think of them as having their own frailties would fill us with

[02:19:51] unbearable anxiety and so we inevitably see them as stronger more capable and

[02:19:57] more selfless than they are in reality then inevitably often in adolescence we

[02:20:02] start to glimpse a less than noble side to many people including our parents and we cannot help but feel upset at the

[02:20:09] disparity between what we had imagined and the reality in our disappointment we tend to exaggerate their negative

[02:20:15] qualities much as we once had exaggerated the positive ones let us call this the naive perspective although

[02:20:23] it is natural to have such a perspective because of the unique character of our childhood it is also dangerous because

[02:20:29] it envelope ellipsis in childish Illusions about people distorting our view of them we carry this perspective

[02:20:35] with us into the adult world into the apprenticeship phase in the work environment the stakes are suddenly

[02:20:40] raised people reveal qualities of their characters that they normally try to conceal they manipulate compete and

[02:20:47] think of themselves first we are blindsided by this behavior and our emotions are churned up even more than

[02:20:53] before locking us into the naive perspective this perspective makes us feel sensitive and vulnerable looking

[02:20:59] inward as to how the words and actions of others implicate Us in some way we continually misread their intentions we

[02:21:06] project our own feelings onto them we have no real sense of what they are thinking or what motivates them with the

[02:21:13] inevitable mistakes we make we become entangled in battles and dramas that consume our minds and distract us from

[02:21:19] learning our sense of priorities becomes warped we end up giving far too much importance to social and political

[02:21:25] issues because we are not handling them well social intelligence is nothing more than the process of discarding them

[02:21:32] naive perspective and approaching something more realistic it involves focusing our attention outward instead

[02:21:38] of inward honing the observational and empathic skills that we naturally possess it means moving past our

[02:21:45] tendency to idealize and demonize people in seeing and accepting them as they are following Benjamin Franklin's example

[02:21:52] you can reach this awareness by reviewing your past paying particular attention to any battles mistakes

[02:21:58] tensions or disappointments on the social front if you look at these events through the lens of the naive

[02:22:03] perspective you will focus only on what other people have done to you the mistreatments you endured from them the

[02:22:09] slights or injuries you felt instead you must turn this around and begin with yourself how you saw in others qualities

[02:22:16] they did not possess or how you ignored signs of a dark side to their nature this new clarity about your perspective

[02:22:23] should be accompanied by an adjustment of your attitude the world is full of people with different characters and

[02:22:28] temperament you cannot change people at their core but must merely avoid becoming their

[02:22:34] victim you are an observer of the human comedy and by being as tolerant as possible you gain a much greater ability

[02:22:40] to understand people and to influence their behavior when necessary with this new awareness and attitude in place you

[02:22:47] can begin to advance in your apprenticeship and social intelligence this intelligence consists of two

[02:22:53] components both equally important to Master first there's what we shall call specific knowledge of human nature

[02:22:59] namely the ability to read people to get a feel for how they see the world and to

[02:23:04] understand their individuality second there's the general knowledge of human nature which means accumulating an

[02:23:11] understanding of the overall patterns of human behavior that transcend us as individuals including some of the darker

[02:23:17] qualities we often disregard only the possession of both forms of knowledge can give you a complete picture of the

[02:23:23] people around you specific knowledge reading people most of us have had the sensation at some point in our lives of

[02:23:30] experiencing an uncanny connection with another person in such moments we have an understanding that is hard to put

[02:23:36] into words we even feel that we can anticipate the thoughts of the other person such communication generally

[02:23:42] occurs with close friends and partners people whom we trust and feel attuned to on many levels in these moments of

[02:23:49] connection the internal monologue is shut off and we pick up more cues and signals from the other person than usual

[02:23:55] what this means is that when we are not inward directed but attending more deeply to another person we gain access

[02:24:01] to forms of communication that are largely non-verbal in nature and quite effective in their own way the intense

[02:24:08] non-verbal connection we experience with those we are close to is clearly not appropriate in a work environment but to

[02:24:15] the degree we open ourselves up and direct our attention outward to other people we can become much more effective

[02:24:21] at reading people to begin this process you need to train yourself to pay less attention to the

[02:24:26] words that people say and greater attention to their tone of voice the look in their eye their body language

[02:24:32] all signals that might reveal a nervousness or excitement that is not expressed verbally

[02:24:37] if you can get people to become emotional they will reveal a lot more on this non-verbal level it is interesting

[02:24:44] to observe how people behave around those in positions of power and authority they will tend to reveal an

[02:24:50] anxiety a resentment or a psychophanic falseness that betrays something essential about their psychological

[02:24:56] makeup something that goes back to their childhoods and they can be read in their body language as an exercise after you have known

[02:25:03] people for a while try to imagine that you are experiencing the world from their point of view placing yourself in

[02:25:09] their circumstances and feeling what they feel look for any common emotional experiences a trauma or difficulty

[02:25:16] you've had for instance that resembles in some way what they're going through reliving a part of that emotion can help

[02:25:22] you begin the identifying process this intuitive form of reading people becomes more effective and accurate the more you

[02:25:29] use it but it is best to combine it with other more conscious forms of observation for instance you should take

[02:25:36] particular note of people's actions and decisions your goal is to figure out the hidden motives behind them which will

[02:25:42] often revolve around power people will say all kinds of things about their motives and intentions they're used to

[02:25:48] dressing things up with words their actions however say much more about their character about what is going on

[02:25:54] underneath the surface you should be sensitive to any kind of extreme behavior on their part for instance a

[02:26:00] blustery front and overly friendly manner a constant penchant for jokes you

[02:26:05] will often notice that they wear this like a mask to hide the opposite to distract others from the truth they are

[02:26:11] blustery because they're inwardly very insecure they are overly friendly because they are secretly ambitious and

[02:26:17] aggressive or they joke to hide a mean spiritedness in general you are reading

[02:26:22] and decoding every possible sign including the clothes they wear and the organized or disorganized nature of

[02:26:28] their workspace the choice of mate or partner can be quite eloquent too particularly if it seems slightly

[02:26:35] inconsistent with the character they try to project in this choice they can reveal unmet needs from childhood a

[02:26:41] desire for power and control a low self-image and other qualities they normally seek to disguise what might

[02:26:48] seem like small issues chronically being late insufficient attention to detail

[02:26:54] not returning any favors on your part are signs of something deeper about their character these are patterns you

[02:27:00] must pay attention to nothing is too small to notice general knowledge the

[02:27:05] seven deadly realities throughout recorded history we can detect patterns of human behavior that transcend culture

[02:27:12] and time indicating certain Universal features that belong to us as a species some of these traits are quite positive

[02:27:19] for instance our ability to cooperate with one another in a group while some of them are negative and can prove

[02:27:25] destructive most of us have these negative qualities Envy conformism rigidity self obsessiveness laziness

[02:27:33] flightiness laziness laziness laziness laziness flightiness passive aggression

[02:27:39] in relatively mild doses but in a group setting there will inevitably be people

[02:27:44] who have one or more of these qualities to a high enough degree that they can become very destructive we shall call

[02:27:51] these negative qualities Seven Deadly realities through study and observation we must understand the nature of these

[02:27:58] Seven Deadly realities so that we can detect their presence and avoid triggering them in the first place

[02:28:03] consider the following is Essential Knowledge in acquiring social intelligence Envy it is our nature to

[02:28:10] constantly compare ourselves to others in terms of money looks coolness intelligence popularity or any number of

[02:28:17] categories if we are upset that someone we know is more successful than we are we will naturally experience some Envy

[02:28:24] but for some people it goes much deeper than this usually because of the level of their insecurities seething With Envy

[02:28:31] the only way to discharge it is to find a way to obstruct or sabotage the person who elicited the emotion if they take

[02:28:38] such action they will never say it is because of Envy but will find some other more socially acceptable excuse this

[02:28:44] makes it a quality very hard to recognize in people there are however a few indications you can look for people

[02:28:50] who praise you too much or who become overly friendly in the first stages of knowing you are often envious and are

[02:28:56] getting closer and are getting closer in order to hurt you also if you detect on usual levels of insecurity in a person

[02:29:02] he or she will certainly be more prone to Envy in general however Envy is very

[02:29:08] difficult to discern and the most prudent course of action is to make sure your own behavior does not inadvertently

[02:29:14] trigger it if you have a gift for a certain skill you should make a point of occasionally displaying some weakness in

[02:29:20] another area avoiding the great danger of appearing too perfect too talented if

[02:29:25] you are dealing with insecure types you can display great interest in their work and even turn to them for advice

[02:29:31] conformism when people form groups of any type a kind of organizational mindset inevitably sets in although

[02:29:39] members of the group might trumpet their tolerance and celebration of people's differences the reality is that those

[02:29:45] who are markedly different make them feel uncomfortable and insecure calling the values of the dominant culture into

[02:29:51] question if you have a rebellious or naturally eccentric streak as is often the case with those who are aiming for

[02:29:57] Mastery you must be careful in displaying your difference to too overtly particularly in the

[02:30:03] apprenticeship phase let your work subtly demonstrate your individual Spirit but when it comes to matters of

[02:30:09] politics morals and values make a show of adhering to the accepted standards of

[02:30:14] your environment later as you gain Mastery you will have ample opportunity to let your individuality shine through

[02:30:21] and to reveal your contempt for people's correctness rigidity the world has

[02:30:26] become increasingly complex in many ways and whenever we humans face a situation that seems complicated our response is

[02:30:33] to resort to a kind of artificial Simplicity to create habits and routines that give us a sense of control we

[02:30:40] prefer what is familiar this extends to the group at large people follow procedures Without Really knowing why

[02:30:46] simply because these procedures may have worked in the past and they become highly defensive if their ways are

[02:30:51] brought into question it is useless to fight against people's rigid ways or to argue against their irrational Concepts

[02:30:58] you will only waste time and make yourself rigid in the process the best strategy is to Simply accept rigidity in

[02:31:05] others outwardly displaying deference to their need for order on your own however you must work to maintain your open

[02:31:12] Spirit letting go of bad habits and deliberately cultivating new ideas self-obsessiveness in the work

[02:31:18] environment we almost inevitably think first and foremost of ourselves the world is a harsh and competitive place

[02:31:24] and we must look after our own interests even when we act for the greater good we

[02:31:30] are often unconsciously motivated by the desire to be liked by others and to have our image enhanced in the process you

[02:31:36] must understand and accept this deadly reality when it is time to ask for a favor or help you must think first of

[02:31:44] appealing to people's self-interest in some way you must look at the world through their eyes getting a sense of

[02:31:50] their needs you must give them something valuable in exchange for helping you in

[02:31:55] general in your interactions with people find a way to make the conversations revolve around them and their interests

[02:32:02] all of which will go far to winning them to your side laziness we all have the

[02:32:07] tendency to want to take the quickest easiest path to our goals but we generally manage to control our

[02:32:13] impatience we understand the superior value of getting what we want through hard work for some people however this

[02:32:19] inveterate lazy streak is far too powerful discouraged by the thought that it might take months or years to get

[02:32:26] somewhere they are constantly on the lookout for shortcuts if you are not careful and talk too much they will

[02:32:32] steal your best ideas and make them their own saving themselves all of the mental effort that went into conceding

[02:32:38] them they will swoop in during the middle of your project and put their name on it gaining partial credit for

[02:32:43] your work they will engage you in a collaboration in which you do the bulk of the hard work but they share equally

[02:32:50] in the rewards your best defense is your Prudence keep your ideas to yourself or

[02:32:55] conceal enough of the details so that it is not possible to steal them if you are doing work for Superior career be

[02:33:01] prepared for them to take full credit and leave your name out but do not let this happen with colleagues in general

[02:33:07] be wary of people who want to collaborate they're often trying to find someone who will do the heavier Lifting

[02:33:13] for them flightiness we like to make a show of how much our decisions are based on rational considerations but the truth

[02:33:20] is that we are largely governed by our emotions which continually color our perceptions what this means is that the

[02:33:27] people around you constantly under the pull of their emotions change their ideas by the day or by the

[02:33:33] hour depending on their mood it is best to cultivate both distance and a degree of Detachment from other people's

[02:33:39] shifting emotions so that you're not caught up in the process do not take so seriously people's promises or their

[02:33:45] order in wanting to help you rely upon yourself to get things done and you will not be disappointed passive aggression

[02:33:52] the root cause of all passive aggression is the human fear of direct confrontation because of this fear some

[02:33:59] people look for indirect means for getting their way making their attacks subtle enough so that it is hard to

[02:34:04] figure out what is going on while giving them control of the dynamic we are all passive aggressive to some extent but

[02:34:12] there are people out there seething with insecurities who are veritable passive aggressive Warriors and can literally

[02:34:18] ruin your life your best defense is to recognize such types before you become embroiled in a battle and avoid them

[02:34:25] like the plague the most obvious Clues come from their track record they have a reputation Nation you hear stories of

[02:34:32] past skirmishes and so on if they evade you and delay necessary action on

[02:34:37] something important to you or make you feel guilty and leave you unsure why or if they act harmfully but make it seem

[02:34:44] like an accident you are most likely under a passive aggressive attack at all

[02:34:50] costs avoid entangling yourself emotionally in their dramas and battles they are Masters at controlling the

[02:34:56] dynamic and you will almost always lose in the end strategies for acquiring social intelligence we must however

[02:35:03] acknowledge that man with all his Noble qualities with sympathy which feels for

[02:35:08] the most debased with benevolence which extends not only to other men but to the humblest living creature with his

[02:35:15] god-like intellect which is penetrated into the movements and Constitution of the solar system with all these exalted

[02:35:22] Powers man still bears in his bodily frame the indelible stamp of his lowly origin Charles Darwin in dealing with

[02:35:29] people you will often encounter particular problems that will tend to make you emotional and lock you into the

[02:35:35] naive perspective such problems include unexpected political battles superficial

[02:35:40] judgments of your character based on appearances or petty-minded criticisms of your work the following four

[02:35:46] essential strategies developed by Masters past and present will help you to meet these inevitable challenges and

[02:35:52] maintain the rational mindset necessary for social intelligence one speak through your work your work is the

[02:35:59] single greatest means at your disposal for expressing your social intelligence by being efficient and detail-oriented

[02:36:06] in what you do you demonstrate that you are thinking of the group at large and advancing its cause by making what you

[02:36:12] write or present clear and easy to follow you show your care for the audience or public at large by involving

[02:36:19] other people in your projects and gracefully accepting their feedback you reveal your comfort with the group

[02:36:24] dynamic work that is solid also protects you from the political conniving and malevolence of others it it is hard to

[02:36:31] argue with the results you produce if you are experiencing the pressures of political maneuvering within the group

[02:36:36] do not lose your head and become consumed with all of the pettiness by remaining focused and speaking socially

[02:36:42] through your work you will both continue to raise your skill level and Stand Out Among all the others who make a lot of

[02:36:49] noise but produce nothing 2. craft the appropriate Persona people will tend to

[02:36:54] judge you based on your outward appearance if you are not careful and simply assume that it is best to be

[02:36:59] yourself they will begin to ascribe to you all kinds of qualities that have little to do with who you are but

[02:37:06] correspond to what they want to see all of this can confuse you make you feel insecure and consume your attention

[02:37:13] internalizing your judgments you will find it hard to focus on your work your only protection is to turn this

[02:37:19] Dynamic around by consciously molding these appearances creating the image that suits you and controlling people's

[02:37:26] judgments at times you will find it appropriate to stand back and create some mystery around you heightening your

[02:37:32] presence at other times you will want to be more direct and impose a more specific appearance in general you never

[02:37:39] settle on one image or give people the power to completely figure you out you

[02:37:44] are always one step ahead of the public you must see the creation of a Persona as a key element in Social intelligence

[02:37:51] not something evil or demonic we all wear masks in the social Arena playing different roles to suit the different

[02:37:57] environments we pass through you are simply becoming more conscious of the process think of it as theater

[02:38:04] by creating a Persona that is mysterious intriguing and masterful you are playing

[02:38:09] to the public giving them something compelling and pleasurable to witness you are allowing them to project their

[02:38:16] fantasies onto you you must take pleasure in creating these personas it will make you a better performer on the

[02:38:22] public stage three see yourself as others see you almost all of us have social flaws of some sort ranging from

[02:38:29] the relatively harmless to those that can get us in trouble perhaps it could be that we talk too much or are too

[02:38:35] honest in our criticisms of people or take offense too easily when others do not respond positively to our ideas if

[02:38:42] we repeat instances of such Behavior often enough we tend to offend people without ever really knowing why the

[02:38:48] reason for this is twofold first we are quick to discern the mistakes and defects of others but when it comes to

[02:38:55] ourselves we are generally too emotional and insecure to look squarely at our own second people rarely tell us the truth

[02:39:02] about what it is that we do wrong they're afraid to cause conflict or to be viewed as mean spirited and so it

[02:39:08] becomes very difficult for us to perceive our flaws let alone correct them to have the power to see ourselves

[02:39:14] Through The Eyes of others would be of immense benefit to our social intelligence we could begin to correct

[02:39:20] the flaws that offend to see the role that we play in creating any kind of negative Dynamic and to have a more

[02:39:26] realistic assessment of who we are we can begin this process by looking at negative events in our past people

[02:39:32] sabotaging our work bosses firing us for no logical reason nasty personal battles

[02:39:37] with colleagues in dissecting these occurrences we must focus on what we did that either triggered or worsened the

[02:39:43] dynamic in looking at several such incidents we might begin to see a pattern that indicates a particular flaw

[02:39:50] in our character seeing these events from the perspective of the other people involved will loosen the lock our

[02:39:56] emotions have on our self-image and help us understand the role we play in our own mistakes we can also elicit opinions

[02:40:03] from those we trust about our Behavior making certain to First reassure them that we want their criticisms slowly in

[02:40:10] this way we can develop increasing self-detachment which will yield us the other half of social intelligence the

[02:40:16] ability to see ourselves as we really are four suffer fools gladly in the

[02:40:21] course of your life you will be continually encountering fools there are simply too many to avoid we can classify

[02:40:28] people as fools by the following rubric when it comes to practical life what

[02:40:33] should matter is getting long-term results and getting the work done in as efficient and creative a manner as

[02:40:39] possible that should be the Supreme value that guides people's actions but fools carry with them a different scale

[02:40:46] of values they Place more importance on short-term matters grabbing immediate money getting attention from the public

[02:40:52] or media and looking good they are ruled by their ego and insecurities they tend

[02:40:58] to enjoy drama and political Intrigue for their own sake when they criticize they always emphasize matters that are

[02:41:05] irrelevant to the overall picture or argument they are more interested in their career and position than in the

[02:41:11] truth you can distinguish them by how little they get done or by how hard they make it for others to get results they

[02:41:17] lack a certain Common Sense getting worked up about things that are not really important while ignoring problems

[02:41:23] that will spell Doom in the long term the natural tendency with fools is to lower yourself to their level they annoy

[02:41:30] you get under your skin and draw you into a battle in the process you feel Petty and confused you lose a sense of

[02:41:37] what is really important you can't win an argument or get them to see your side or change their behavior because

[02:41:43] rationality and results don't matter to them you simply waste valuable time and

[02:41:48] emotional energy in dealing with fools you must adopt the following philosophy they're simply a part of life like rocks

[02:41:55] or furniture all of us have foolish sides moments in which we lose our heads and think more of our ego or short term

[02:42:02] goals it is human nature seeing this foolishness within you you can then

[02:42:07] accept it in others this will allow you to smile at their Antics to tolerate their presence as you would a silly

[02:42:14] child and to avoid The Madness of trying to change them it is all part of the human comedy and it is nothing to get

[02:42:20] upset about or lose sleepover this attitude suffer fools gladly should be

[02:42:26] forged in your apprenticeship phase during which you are almost certainly going to encounter this type if they are

[02:42:31] causing you trouble you must neutralize the harm They Do by keeping a steady eye on your goals and what is important and

[02:42:38] ignoring them if you can the height of wisdom however is to take this even further into actually exploit their

[02:42:44] foolishness using them for material for your work as examples of things to avoid or by looking for ways to turn their

[02:42:51] actions to your advantage in this way their foolishness plays into your hands helping you achieve the kind of

[02:42:58] practical results they seem to disdain part 5 awaken the dimensional mind the

[02:43:04] creative active as you accumulate more skills and internalize the rules that

[02:43:09] govern your field your mind will want to become more active seeking to use this knowledge in ways that are more suited

[02:43:15] to your inclinations what will impede this natural creative Dynamic from flourishing is not a lack of talent but

[02:43:22] your attitude feeling anxious and insecure you will tend to turn conservative with your knowledge

[02:43:27] preferring to fit into the group and sticking to the procedures you have learned instead you must force yourself

[02:43:33] in the opposite direction instead of feeling complacent about what you know you must expand your knowledge to

[02:43:39] related fields giving your mind fuel to make new associations between different ideas you must experiment and look at

[02:43:46] problems from all possible angles as your thinking grows more fluid your mind will become increasingly dimensional

[02:43:52] seeing more and more aspects of reality the second transformation from the moment he was born Wolfgang Amadeus

[02:43:59] Mozart 1756-91 was surrounded by music his

[02:44:05] father Leopold was a violinist and composer in the court of Salzburg Austria as well as a music instructor

[02:44:11] all during the day Wolfgang would hear Leopold and his students practicing in the house in 1759 his seven-year-old

[02:44:18] sister Maria Anna began taking piano lessons from their father she showed great promise and practiced

[02:44:24] at all hours Wolfgang Enchanted by the simple Melodies that she played began to hum along to the music he would

[02:44:31] sometimes sit at the family's harpsichord and try to imitate what his sister had played Leopold could soon

[02:44:37] detect something unusual in his son for a three-year-old the child had a remarkable memory for Melody and an

[02:44:43] impeccable sense of Rhythm all without having had any instruction although he had never attempted to teach

[02:44:49] someone so young Leopold decided to begin teaching piano to Wolfgang when he turned four and after only a few

[02:44:56] sessions he realized the boy had other interesting qualities Wolfgang listened more deeply than other students his mind

[02:45:02] and body completely absorbed in the music with such intensity of focus he learned more quickly than other children

[02:45:08] once when he was five years old he stole a rather complicated exercise meant for

[02:45:14] Maria Anna and within 30 minutes he could play it with ease he had heard Maria Anna practice the piece and

[02:45:20] remembering it vividly the moment he saw the notes on the page he could rapidly reproduce the music this remarkable

[02:45:26] Focus had its roots in something that Leopold saw almost from the beginning the boy had an intense Love Of Music

[02:45:32] itself his eyes would light up with excitement the moment Leopold laid out a new challenging piece for him to conquer

[02:45:38] if the piece was new and hard to figure out he would attack it day and night with such tenacity that it would soon

[02:45:44] become part of his repertoire at night his parents would have to force him to stop practicing and send him to bed

[02:45:50] this love of practice only seemed to increase with the years one day in 1762

[02:45:55] as Leopold Mozart heard his two children playing a piece for two pianos an idea came to him his daughter Maria Anna was

[02:46:03] a very talented piano player in her own right and Wolfgang was a veritable Marvel together they were like Precious

[02:46:09] toys they had a natural Charisma and Wolfgang had a Showman's Flair as a mere

[02:46:14] Court musician Leopold's income was rather limited but he could see the potential for making a fortune through

[02:46:20] his children and so thinking this through he decided to take his family on a grand tour of the capitals of Europe

[02:46:27] playing before Royal courts and the public and charging money for the entertainment to add to the spectacle he

[02:46:33] dressed the children up Maria Anna as a princess and Wolfgang is a court Minister complete with wig elaborate

[02:46:40] waistcoat and a sword dangling from his belt they began in Vienna where the children Charmed the Austrian Emperor

[02:46:47] and Empress they then spent months in Paris where they played for the Royal Court and Wolfgang bounced on the knee

[02:46:53] of the delighted King Louie's duck CV they continued to London where they ended up staying for over a year playing

[02:47:00] before all kinds of large crowds and while the sight of the two children in their costumes Charmed audiences enough

[02:47:06] Wolfgang's playing astounded them he would play his own compositions it was

[02:47:11] impressive to hear a Sonata composed by a seven-year-old no matter how simple it was most marvelous of all Wolfgang could

[02:47:18] play at an incredible speed his tiny fingers flying over the keyboard as the tour continued Wolfgang developed

[02:47:25] the habit of attaching himself to the most illustrious composer in the particular court they were visiting in

[02:47:31] London for instance he managed to charm the great composer Johan Christian Bach

[02:47:36] son of Johann Sebastian Bach the education he received in this fashion from all of the composers he met went

[02:47:42] far beyond anything any child could hope to receive the Mozart family had come now to depend

[02:47:48] on the money that the children had generated through the tour but as the years went by the invitations began to

[02:47:54] dry up the novelty had worn off and the children no longer seemed so young and precious

[02:48:00] desperate to generate money Leopold came up with a different scheme his son was turning into a serious composer with the

[02:48:07] ability to compose in different genres what was needed was to secure for him a stable position as a court composer and

[02:48:14] attract commissions for concertos and Symphonies with this goal in mind in 1770 father and son embarked on series

[02:48:21] of tours of Italy then the center of all things musical in Europe the trip went well Wolfgang performed his magic on the

[02:48:28] piano before all of the major courts in Italy he gained a claim for his Symphonies and concert pieces they were

[02:48:35] quite impressive for a teenager he mingled yet again with the most celebrated composers of his time

[02:48:41] intensifying the musical knowledge he had gained on his previous tours in addition he rediscovered his greatest

[02:48:46] passion in music the Opera as a child he had always had the feeling that he was destined to compose great

[02:48:53] operas in Italy he saw the finest Productions and realized the source of his Fascination it was the drama

[02:49:00] translated into pure music the nearly Limitless potential of the human voice to express the full range of emotion and

[02:49:07] the overall spectacle he had an almost Primal attraction to any kind of theater but despite all of the attention and

[02:49:14] inspiration he received after nearly three years of visiting the various courts in Italy he was not offered a

[02:49:20] position or a commission that was worthy of his talents and so in 1773 Father and

[02:49:26] Son returned to Salzburg after some delicate negotiation with the Archbishop of Salzburg Leopold finally managed to

[02:49:33] secure for his son a relatively lucrative position as Court musician and composer and by all appearances the

[02:49:39] arrangement was good not having to worry about money Wolfgang would have endless time to work on composing but almost

[02:49:46] from the beginning Wolfgang felt uncomfortable and Restless he had spent almost half of his youth traveling

[02:49:51] throughout Europe mingling with the leading Minds in music and listening to the most renowned orchestras and now he

[02:49:58] was relegated to life in provincial Salzburg isolated from the European centers of Music in a city that had no

[02:50:04] theater or Opera tradition more troubling however was the mounting frustration he felt as a composer for as

[02:50:11] long as he could remember his head was continuously filled with music but it was always the music of other people he

[02:50:18] knew that his own pieces were simply clever imitations and adaptations of other composers he had been like a young

[02:50:24] plant passively absorbing nutrients from the environment in the form of the different styles he had learned and

[02:50:29] mastered but he could feel stirring from deep within something more active the desire to express his own music and to

[02:50:36] stop imitating the soil was Now Rich enough as an adolescent he was a Sail by

[02:50:41] all kinds of conflicting and Powerful emotions Elation depression erotic desires his great desire was to

[02:50:48] transpose these feelings into his work almost without being aware of it he began to experiment he wrote a series of

[02:50:55] slow movements for various string quartets that were long and drawn out with strange mixes of moods full of

[02:51:01] anxiety that would rise to great crescendos when he showed these pieces to his father Leopold was horrified

[02:51:07] their income depended on Wolfgang supplying the court with the kind of pleasant Melodies that would Delight

[02:51:12] people if they or the Archbishop heard these new compositions they would think Wolfgang had gone insane besides the

[02:51:20] pieces were too complicated for the court musicians of Salzburg to perform he begged his son to stop indulging in

[02:51:26] such Strange Music Wolfgang acquiesced But as time went on he grew increasingly depressed for the first time in his life

[02:51:33] he was losing his love for music itself feeling imprisoned he grew irritable slowly he resigned himself to his fate

[02:51:40] he would die in Salzburg at an early age without the world ever hearing the kind of music he knew existed within him in

[02:51:48] 1781 Wolfgang was invited to accompany the Archbishop of Salzburg to Vienna

[02:51:53] where he was planning to showcase the musical talents of his various Court musicians suddenly in Vienna the nature

[02:51:59] of his status as a court musician became clear the Archbishop ordered him about as if he were simply one of his personal

[02:52:05] staff a mere servant now all the resentment Wolfgang had felt for the past seven years bubbled and Rose to the

[02:52:12] surface he was 25 years old and losing valuable time his father and the Archbishop were actively holding him

[02:52:18] back he loved his father and depended on his family for emotional support but he could tolerate his circumstances no

[02:52:25] longer when it was time to return to Salzburg he did the unthinkable he

[02:52:30] refused to leave he asked to be dismissed from his position the Archbishop treated him with the utmost

[02:52:35] contempt but finally relented his father sided with the Archbishop and ordered

[02:52:40] his son to return promising that all would be forgiven but Wolfgang had made up his mind he would stay in Vienna for

[02:52:47] what would turn out to be the rest of his life the rift with his father was permanent and extremely painful but sensing that

[02:52:53] his time was short and that he had almost too much to express he threw himself into his music with an intensity

[02:53:00] that was even greater than what he had displayed in childhood as if all of his ideas had been pinned

[02:53:05] up for too long he exploded in a creative Outburst unprecedented in the history of Music the apprenticeship of

[02:53:11] the past 20 years had prepared him well for this moment he had developed a prodigious memory in

[02:53:17] his mind he could hold together all of the harmonies and Melodies that he had absorbed over the years instead of notes

[02:53:23] or chords he could think in terms of blocks of music and write them out as quickly as he heard them in his head he

[02:53:29] gave his compositions the power to convey dread sadness foreboding anger

[02:53:34] exhilaration and ecstasy audiences were Spellbound by this new sweeping sound

[02:53:39] that suddenly had so many had so many New Dimensions after these Innovations it became almost impossible for

[02:53:46] composers to return to the light frothy Court music that had previously prevailed European music had forever

[02:53:51] been altered these Innovations did not spring from any conscious desire on his part to provoke or Rebel rather his

[02:53:59] transforming Spirit emerged as if it were completely natural and Beyond his control like a bee secreting wax aided

[02:54:06] by his Superior sense of Music he simply could not help but personalize every genre he worked in in 1786 He Came Upon

[02:54:14] a version of the Don Juan legend that excited him he immediately identified with the story of the great Seducer he

[02:54:21] shared Dawn Juan's obsessive need and love for women and he had the same disdain for authority figures but more

[02:54:28] important Mozart felt that as a composer he had the Supreme ability to seduce audiences and that music itself

[02:54:34] represented the ultimate seduction with its irresistible power to strike at our emotions translating this story into an

[02:54:42] Oprah he could convey all of these ideas and so the following year he began early

[02:54:47] work on his Opera Don Giovanni it alien for Don Juan to make this story come

[02:54:53] alive in the way he had imagined it he would once again apply his transformative Powers this time to the

[02:54:59] genre of Oprah at the time operas tended to be rather static and formulaic they

[02:55:04] consisted of recitatives spoken dialogue accompanied by harpsichord that conveyed

[02:55:10] the story and action Arius sung portions in which the singer would react to the

[02:55:15] information in the receditative and choral pieces featuring large groups of people singing together

[02:55:20] for his Opera Mozart created something that flowed as a continuous whole He conveyed the character of Don Giovanni

[02:55:28] not just through the words but through the music accompanying the seducer's presence on stage with a constant

[02:55:34] twitching tremolo in the violins to represent his nervous sensual energy

[02:55:39] he gave the work an accelerated almost frantic Pace that no one had ever witnessed before in the theater

[02:55:45] to push the expressive value of the music further he invented ensembles stirring climactic moments in which

[02:55:52] several characters would sing sometimes over one another in an elaborate Counterpoint giving the Opera a

[02:55:58] dreamlike feel and Flow from beginning to end Don Giovanni resonated with the

[02:56:03] Demonic presence of the great Seducer although all of the other characters condemn him it is impossible not to

[02:56:10] admire Don Giovanni even as he remains unrepentant to the end laughing all the way to hell and refusing to submit to

[02:56:16] Authority Don Giovanni was not like any Oprah anyone had ever seen before either

[02:56:21] in the story or in the music and it was perhaps too far ahead of its time many complained that it was all rather ugly

[02:56:28] and harsh to the ears they found the pace too frenetic and the moral ambiguity too disturbing

[02:56:34] continuing to work at a deliriously creative Pace Mozart exhausted himself and died in 1791. two months after the

[02:56:42] premiere of his last opera The Magic Flute at the age of 35.

[02:56:47] several years after his death audiences caught up with the radical sound he had created in works such as Dawn Giovanni

[02:56:54] which soon became among the five most frequently performed operas in history to mastery several things dovetailed in

[02:57:02] my mind at once it struck me what quality went to form a man of achievement especially in literature

[02:57:07] which Shakespeare possessed so enormously I mean negative capability

[02:57:12] that is when man is capable of being in uncertainties Mysteries doubts without

[02:57:19] any irritable reaching after fact reason John Keats if we think deeply about our

[02:57:25] childhood not just about our memories of it but how it actually felt we realized how differently we experienced the world

[02:57:31] back then our minds were completely open and we entertained all kinds of surprising original ideas things that we

[02:57:38] now take for granted often caused us to wonder our heads teamed with questions about the world around us not yet having

[02:57:45] commanded language we thought in ways that were pre-verbal in images and Sensations when we attended the circus a

[02:57:52] sporting event or a movie our eyes and ears took in the spectacle with utmost intensity colors seemed more vibrant and

[02:57:59] alive we had a powerful desire to turn everything around us into a game to play

[02:58:04] with circumstances let us call this quality the original mind this mind looked at the world more directly not

[02:58:11] through words and received ideas it was flexible and receptive to new information retaining a memory of this

[02:58:18] original mind we cannot help but feel Nostalgia for the intensity with which we used to experience the world as the

[02:58:25] years pass this intensity inevitably diminishes we come to see the world through a screen of words and opinions

[02:58:31] our prior experiences layered over the present color what we see we no longer

[02:58:37] look at things as they are noticing their details or wonder why they exist our minds gradually tighten up we become

[02:58:44] defensive about the world we now take for granted and we become upset if our beliefs or assumptions are attacked we

[02:58:50] can call this way of thinking the conventional mind Under Pressure to make a living and conform to society we force

[02:58:57] our minds into Tighter and Tighter grooves Mass Masters and those who display a high level of Creative Energy

[02:59:03] are simply people who manage to retain a sizable portion of their childhood Spirit despite the pressures and demands

[02:59:10] of adulthood this Spirit manifests itself in their work and in their ways of thinking children are naturally

[02:59:16] creative they actively transform everything around them play with ideas and circumstances and surprise us with

[02:59:23] the novel things they say or do but the natural creativity of children is limited it never leads to discoveries

[02:59:30] inventions or substantial works of art Masters not only retain the spirit of the original mind but they add to it

[02:59:37] their years of apprenticeship and ability to focus deeply on problems or ideas this leads to high level

[02:59:43] creativity although they have profound knowledge of a subject their minds remain open to alternative ways of

[02:59:49] seeing and approaching problems they retain a childlike excitement about their field in a playful approach some

[02:59:55] people maintain their childlike spirit and spontaneity but their Creative Energy G is dissipated in a thousand

[03:00:02] directions and they never have the patience and discipline to endure an extended apprenticeship others have the

[03:00:08] discipline to accumulate vast amounts of knowledge and become experts in their field but they have no flexibility of

[03:00:14] spirit so their ideas never stray beyond the conventional and they never become truly creative Masters manage to blend

[03:00:21] the two discipline in a childlike Spirit together into what we shall call the dimensional mind such a mind is not

[03:00:28] constricted by limited experience or habits it can Branch out in all directions and make deep contact with

[03:00:35] reality it can explore more dimensions of the world it is active transforming

[03:00:40] everything it digests into something new and original creating instead of consuming understand we all possess an

[03:00:48] inborn creative force that wants to become active this is the gift of our original mind which reveals such

[03:00:54] potential the human mind is naturally creative constantly looking to make associations and connections between

[03:01:00] things and ideas what kills the creative force is not age or a lack of talent but

[03:01:06] our own Spirit our own attitude we become too comfortable with the knowledge we have gained in our

[03:01:11] apprenticeships we grow afraid of entertaining new ideas and the effort that this requires what this means

[03:01:17] however is that we equally possess the potential to spark this innate creative Force back to life no matter how old we

[03:01:24] are by understanding how the dimensional mind operates and what helps it flourish we can consciously Revive Our mental

[03:01:31] elasticity and reverse the deadening process the powers that the dimensional mind can bring are nearly Limitless and

[03:01:38] within the reach of almost all of us look at the case of Wolfgang Amadeus Mozart he is generally considered the

[03:01:44] epitome of the child prodigy and the inexplicable genius a freak of nature how else are we to explain his uncanny

[03:01:51] abilities at such a young age and the 10-year burst of creative activity at the end of his life that culminated in

[03:01:58] so many Innovations and universally loved Works in truth his genius and creativity is imminently explicable

[03:02:04] which does not at all diminish his achievements immersed in and Enchanted by music from the very beginning of his

[03:02:10] life he brought to his earliest studies a high level of focus and intensity the mind of a four-year-old is even more

[03:02:17] open and impressionable than that of a child a few years older much of this powerful attention stemmed from his deep

[03:02:23] love of music and so practicing the piano was not some kind of chore or duty but an opportunity

[03:02:29] to expand his knowledge and to explore more musical possibilities by the age of six he had accumulated the hours of

[03:02:36] practice of someone twice his age the years of touring exposed him to every possible Trend and innovation of

[03:02:43] his time his mind became filled with an extensive vocabulary of forms and styles

[03:02:48] in his adolescence Mozart experienced a typical creative crisis for close to

[03:02:53] eight years under pressure from his father he had to temper his own powerful creative urges at this critical point he

[03:03:00] could have succumbed to this dampening of a spirit and continue to write relatively tame pieces for the court instead he rebelled and reconnected with

[03:03:07] his childlike spirit that original desire of his to transform the music into his own voice to realize his

[03:03:14] dramatic urges in Oprah with all of his pent-up energy his long apprenticeship the Deep level of his knowledge he

[03:03:21] naturally exploded with creativity once he had freed himself from his family the speed with which he could compose such

[03:03:27] masterpieces is not a reflection of some Divine gift but rather of how powerfully

[03:03:32] his mind had come to think in musical terms which he could translate easily onto paper he was not a freak but a

[03:03:39] signpost of the outer reaches of the creative potential we all naturally possess the dimensional mind has two

[03:03:46] essential requirements one a high level of knowledge about a field or subject and two the openness and flexibility to

[03:03:53] use this knowledge in new and original ways the knowledge that prepares the ground for Creative activity largely comes from

[03:04:01] a rigorous apprenticeship in which we have mastered all of the basics Once the mind is freed from having to learn these

[03:04:07] Basics Once the mind is freed from having to learn these Basics it can focus on higher more creative matter the

[03:04:13] problem for us all is that the knowledge we gain in the apprenticeship phase including numerous rules and procedures

[03:04:20] can slowly become a prison it locks us into certain methods and forms of thinking that are

[03:04:26] one-dimensional instead the Mind must be forced from its conservative positions and made active and exploratory to

[03:04:32] awaken the dimensional mind and move through the creative process requires three essential steps first choosing the

[03:04:39] proper creative task the kind of activity that will maximize our skills and knowledge second loosening and

[03:04:45] opening up the Mind through certain creative strategies and third creating the optimal mental conditions for a

[03:04:51] breakthrough or Insight finally throughout the process we must also be aware of the emotional pitfalls

[03:04:58] complacency boredom grandiosity and the like that continually threaten to derail or block our progress if we can move

[03:05:05] through the steps while avoiding these traps we cannot fail to unleash powerful creative forces from within step one the

[03:05:12] creative task you must begin by altering your very concept of creativity and by

[03:05:17] trying to see it from a new angle to make a discovery to invent something that connects with the public to Fashion

[03:05:24] a work of art that is Meaningful inevitably requires time and effort this often entails years of

[03:05:30] experimentation various setbacks and failures and the need to maintain a high level of focus you must have patience

[03:05:37] and faith that what you are doing will yield something important you could have the most brilliant mind

[03:05:42] teeming with knowledge and ideas but if you choose the wrong subject or problem

[03:05:47] to attack you can run out of energy and interest in such a case all of your intellectual Brilliance will lead to

[03:05:54] nothing the task that you choose to work on must have an obsessive element like the life's task it must connect to

[03:06:00] something deep within you understand it is the choice of where to direct his or

[03:06:06] her Creative Energy that makes the master this is the primary law of the creative Dynamic that you must engrave

[03:06:12] deeply in your mind and never forget your emotional commitment to what you are doing will be translated directly

[03:06:18] into your work if you go at your work with half a heart it will show in the lackluster results

[03:06:23] if you're doing something primarily for money and without a real emotional commitment it will translate into

[03:06:29] something that lacks a soul and that has no connection to you you may not see this but you can be sure that the public

[03:06:35] will feel it and that they will receive your work in the same lackluster Spirit it was created in if you are excited and

[03:06:42] obsessive in the hunt it will show in the details if your work comes from a place deep within its authenticity will

[03:06:48] be communicated this applies equally to science and business as to the Arts you

[03:06:53] must never simply embark on any creative Endeavor in your field placing faith in your own Brilliance to see it through

[03:06:59] you must make the right the perfect choice for your energies and your inclinations to Aid in this process it

[03:07:06] is often wise to choose something that appeals to your sense of unconventionality and calls up latent

[03:07:12] feelings of rebelliousness perhaps what you want to invent or discover is being ignored or ridiculed

[03:07:18] by others in opting for something that has deep personal appeal to you you will naturally move in unorthodox Direction

[03:07:25] try to Ally this with a desire to subvert conventional paradigms and go against the grain the sense of having

[03:07:32] enemies or doubters can serve as a powerful motivating device and fill you with an added Creative Energy and focus

[03:07:39] there are two things to keep in mind first the task that you choose must be

[03:07:44] realistic the Knowledge and Skills you have gained must be imminently suited to pulling it off second you must let go of

[03:07:50] your knee for comfort and security creative Endeavors are by their nature uncertain you may know your task but you

[03:07:57] are never exactly sure where your efforts will lead if you need everything in your life to be simple and safe this

[03:08:03] open ended nature of the task will fill you with anxiety if you are worried about what others might think and about

[03:08:10] how your position in the group might be jeopardized then you will never really create anything if you are worried about

[03:08:15] failure or going through a period of mental and financial instability then you will violate the primary law of the

[03:08:21] creative Dynamic and your worries will be reflected in the results think of yourself as an Explorer you

[03:08:28] cannot find anything new if you are unwilling to leave the shore Step 2 creative strategies

[03:08:33] think of the Mind as a muscle that naturally tightens up over time unless it is consciously worked upon what

[03:08:40] causes this tightening is twofold first we generally prefer to entertain the same thoughts and ways of thinking

[03:08:46] because they provide us with a sense of consistency and familiarity sticking with the same methods also saves us a

[03:08:52] lot of effort we are creatures of habit second whenever we work hard at a problem or idea our minds naturally

[03:09:00] narrow their focus because of the strain and effort involved this means that the further we progress on our creative task

[03:09:06] the fewer alternative possibilities or viewpoints we tend to consider this tightening process afflicts all of us

[03:09:13] the only antidote is to enact strategies to loosen up the mind and let in alternative ways of thinking

[03:09:19] the following five strategies for developing such flexibility have been distilled from the lessons and stories

[03:09:25] of the most creative Masters past and present it would be wise to adapt all of them at some point stretching and

[03:09:31] loosening the mind in all directions uh cultivate negative capability we are

[03:09:37] by Nature fearful and insecure creatures we do not like what is unfamiliar or unknown to compensate for this we assert

[03:09:44] ourselves with opinions and ideas that make us seem strong and certain many of these opinions do not come from our own

[03:09:51] deep reflection but are instead based on what other people think furthermore once we hold these ideas to admit they are

[03:09:58] wrong is to wound our ego and vanity truly creative people in all Fields can

[03:10:04] temporarily suspend their ego and simply experience what they are seeing without the need to assert a judgment for as

[03:10:10] long as possible they are more than ready to find their most cherished opinions contradicted by reality this

[03:10:16] ability to endure and even Embrace Mysteries and uncertainties is what the great English poet John Keats called

[03:10:23] negative capability all Masters possess this negative capability and it is the

[03:10:28] source of their creative power this quality allows them to entertain a broader range of ideas and experiment

[03:10:34] with them which in turn makes their work richer and more inventive to put negative capability into practice you

[03:10:40] must develop the habit of suspending the need to judge everything that crosses your path you consider an even

[03:10:46] momentarily entertained viewpoints opposite to your own You observe a person or event for a length of time

[03:10:52] deliberately holding yourself back from forming an opinion you seek out what is unfamiliar you do

[03:10:58] anything to break up your normal train of thinking and your sense that you already know the truth negative

[03:11:04] capability should not be a permanent State of Mind in order to produce work of any sort we

[03:11:10] must create limits on what we'll consider we must organize our thoughts into relatively cohesive patterns and

[03:11:16] eventually come up with conclusions in the end we must make certain judgments negative capability is a tool

[03:11:23] we use in the process to open the Mind Up temporarily to more possibilities allow for serendipity

[03:11:29] the brain is an instrument developed for making connections it operates as a dual processing system in which every bit of

[03:11:36] information that comes in is at the same time compared to other information the brain is constantly searching for

[03:11:42] similarities differences and relationships between what it processes your task is to feed this natural

[03:11:48] inclination to create the optimal conditions for it to make new and original associations between ideas and

[03:11:55] experiences and one of the best ways to accomplish this is by letting go of conscious control and allowing chance to

[03:12:01] enter into the process the reason for this is simple when we are consumed with a particular project our attention tends

[03:12:08] to become quite narrow as we focus so deeply we grow tents in this state our

[03:12:13] mind responds by trying to reduce the amount of stimuli we have to deal with we literally close ourselves off from

[03:12:19] the world in order to concentrate on what is necessary this can have the unintended consequence

[03:12:25] of making it harder for us to see other possibilities to be more open and creative with our ideas when we are in a

[03:12:32] more relaxed State our attention naturally broadens and we take in more stimuli many of the most interesting and

[03:12:38] profound discoveries in science occur when The Thinker is not concentrating directly on the problem but is about to

[03:12:44] drift off to sleep or get on a bus or here's a joke moments of unstrained attention when something unexpected

[03:12:50] enters the mental sphere and Trigger a new and fertile connection such chants

[03:12:56] associations and discoveries are known as Serendipity the occurrence of something we are not expecting and

[03:13:02] although by their nature you cannot force them to happen you can invite Serendipity into the creative process by

[03:13:07] taking two simple steps the first step is to widen your search as far as possible in the research stage

[03:13:14] of your project you look at more than what is generally required you expand your search into other fields reading

[03:13:20] and absorbing any related information if you have a particular Theory or hypothesis about a phenomenon you

[03:13:27] examine as many examples and potential counter examples as humanly possible it might seem tiring and inefficient but

[03:13:33] you must trust this process what ensues is that the brain becomes increasingly excited and stimulated by the variety of

[03:13:41] information a kind of mental momentum is generated in which the slightest chance occurrence will spark a fertile idea the

[03:13:48] second step is to maintain an openness and looseness of spirit in moments of great tension and searching you allow

[03:13:54] yourself moments of release you take walks engage in activities outside your work or think about something else no

[03:14:01] matter how trivial when some new and unanticipated idea now enters your mind you do not ignore it because it is

[03:14:08] irrational or does not fit the narrow frame of your previous work you give it instead full attention and explore where

[03:14:15] it leads you to help yourself to cultivate Serendipity you should keep a notebook with you at all times the

[03:14:21] moment any idea or observation comes you note it down in this notebook you record any scrap of thought that occurs to you

[03:14:28] and include drawings quotes from other books anything at all in this way you

[03:14:33] will have the freedom to try out the most absurd ideas the juxtaposition of so many random bits will be enough to

[03:14:40] spark various associations in general you must adopt a more analogical way of

[03:14:45] thinking taking greater advantage of the associative powers of the Mind thinking in terms of analogies and metaphors can

[03:14:52] be extremely helpful to the creative process these analogies can be tight and logical such as Isaac Newton's

[03:14:58] comparison of the falling Apple from a tree in his garden to the Moon falling in space or they can be loose and

[03:15:04] somewhat irrational such as the jazz artist John coltrane's thinking of his own composition as Cathedrals sound he

[03:15:11] was constructing in any event you must train yourself to look constantly for such analogies to reframe and expand

[03:15:17] your ideas Ki alternate the Mind through the current the current is like a mental

[03:15:23] electrical charge that gains its power through a constant alternation we observe something in the world that

[03:15:29] strikes our attention and makes us wonder what it might mean in thinking about it we devise several possible

[03:15:34] explanations when we look at the phenomenon again we see it differently as we cycle through the various ideas we

[03:15:41] had imagined to account for it perhaps we conduct experiments to verify or alter our speculations now when we look

[03:15:48] at the phenomenon yet again weeks or months later we see more and more aspects of its hidden reality if we had

[03:15:55] failed to speculate on the meaning of what we had observed we simply would have had an observation that led us

[03:16:00] nowhere if we had speculated without continuing to observe and verify then we

[03:16:05] simply would have had some random idea floating in our heads but by continuing cycling between speculation and

[03:16:11] observation experiment we are able to pierce deeper and deeper into reality like a drill that penetrates a piece of

[03:16:19] wood through its motion the current is a constant dialogue between our thoughts and reality if we go into this process

[03:16:25] deeply enough we come into contact with a theory that explains something far beyond the capability of our limited

[03:16:31] senses most often in culture we see people who short-circuit the current they observe some phenomenon in culture

[03:16:38] or nature that makes them emotional and they run rampant with speculations never taking the time to entertain possible

[03:16:45] explanations that could have been verified by further observation on the other hand we see many people

[03:16:50] particularly in Academia or in the Sciences who accumulate mountains of information and data from studies and

[03:16:56] statistics but never venture to speculate on the larger ramifications of this information or connect it all into

[03:17:02] a theory instead you must follow the route of all creative thinkers and go in the opposite direction you not only spec

[03:17:09] calculate but are bold and audacious with your ideas all of which forces you to work hard to confirm or disconfirm

[03:17:16] your theories piercing into reality in the process as the great physicist Max Planck put it scientists must have a

[03:17:23] vivid intuitive imagination for new ideas are not generated by deduction but by an artistically creative imagination

[03:17:30] the current can be applied to any kind of new invention or business idea by working with art facts or prototypes let

[03:17:37] us say you have an idea for a new product you can design it on your own and then launch it but often you notice

[03:17:43] a discrepancy between your own level of excitement for your product and the somewhat indifferent response of the

[03:17:49] public you have not engaged in a dialogue with reality which is the essence of the current instead it is

[03:17:55] better to produce a prototype a form of speculation and see how people respond

[03:18:01] to it based on the assessments you gain you can redo the work and launch it again cycling through this process

[03:18:07] several times until you perfect it the responses of the public will make you think more deeply about what you are

[03:18:13] producing such feedback will help make visible what is generally invisible to your eyes the objective reality of your

[03:18:20] work and its flaws as reflected Through The Eyes of many people alternating between ideas and artifacts will help

[03:18:26] you to create something compelling and effective D alter your perspective consider thinking as an extended form of

[03:18:33] vision that allows us to see more of the world and creativity as the ability to expand that Vision Beyond conventional

[03:18:39] boundaries when we perceive an object our eyes relay only a portion or outline

[03:18:45] of it to our brains leaving our mind to fill in the rest giving us a fast and

[03:18:50] relatively accurate assessment of what we are seeing how Aras are not paying deep attention to all of the details but

[03:18:56] noticing patterns our thought processes modeled after visual perception use a

[03:19:01] similar shorthand when an event occurs or when we meet a new person we do not stop to consider all aspects or details

[03:19:09] but instead we see an outline or pattern that fits into our expectations and past experiences we fit the event or person

[03:19:16] into categories creative people are those who have the capacity to resist this shorthand they can look at a

[03:19:23] phenomenon from several different angles noticing something we miss because we only look straight on whether such

[03:19:29] powers are natural or learned does not matter the mind can be trained to loosen itself up and move outside the grooves

[03:19:36] to do this you must become aware of the typical patterns your mind falls into and how you can break out of these

[03:19:42] patterns and alter your perspective through conscious effort once you engage in this process you will be astonished

[03:19:49] at the ideas and creative Powers it will unleash the following are several of the most common patterns or shorthands and

[03:19:55] how you can subvert them looking at the what instead of the how let us say that

[03:20:01] something goes wrong in a project of some sort our conventional tendency is to look for a single cause or a simple

[03:20:07] explanation which then reveals to us how to fix the problem if the book we are creating is not working out we focus on

[03:20:14] the uninspired writing or the misguided concept behind it or if the company we work for is not performing well we look

[03:20:21] at the products we are designing and marketing although we think we are being rational when we think in this way most

[03:20:27] often problems are more complicated and holistic we are simplifying them based on the law that the Mind always looks

[03:20:33] for shorthands to look at the how instead of the what means focusing on the structure how the parts relate to

[03:20:41] the whole with a book it may not be working out because it is organized poorly the faulty organization a reflection of

[03:20:48] ideas that have not been thought out improving the structure will improve the writing with the company we should look

[03:20:54] deeply at the organization itself how well people communicate with one another how quickly and fluidly information is

[03:21:00] passed along if people are not communicating if they are not on the same page no amount of changes in the

[03:21:06] product or marketing will improve performance rushing to generalities and ignoring details our minds are always

[03:21:12] hurrying to generalize about things often based on the most minimal amounts of information we form opinions quickly

[03:21:19] in Conformity with our previous opinions and we do not pay great attention to the details to combat this pattern we must

[03:21:25] sometimes shift our Focus From the macro to the micro placing much greater emphasis on the details the small

[03:21:32] picture in general try approaching a problem or idea with a much more open mind let your study of the details guide

[03:21:40] your thinking and shape your theories think of everything in nature or in the world as a kind of hologram the smallest

[03:21:47] part reflecting something essential about the whole immersing yourself in details will combat the generalizing

[03:21:53] Tendencies of the brain and bring you closer to reality make sure however that you do not become lost in the details

[03:21:59] and lose sight of how they reflect the whole and fit into a larger idea that is simply the other side of the same

[03:22:05] disease confirming paradigms and ignoring anomalies in any field there are inevitable paradigms accepted ways

[03:22:13] of explaining reality this is necessary without such paradigms we would not be able to make sense of the world but

[03:22:19] sometimes these paradigms end up dominating our way of thinking we routinely look for patterns in the world

[03:22:25] that confirm the paradigms we already believe in the things that do not fit the Paradigm the anomalies tend to be

[03:22:31] ignored or explained away in truth anomalies themselves contain the richest information they often

[03:22:38] reveal to us the flaws in our paradigms and open up new ways of looking at the world you must turn yourself into a

[03:22:45] detective deliberately uncovering and looking at the very anomalies that people tend to disregard

[03:22:51] for Charles Darwin the Crux of his theory came from looking at mutations it

[03:22:56] is the strange and random variation in nature that often sets a species off in a new evolutionary Direction think of

[03:23:03] anomalies as the creative form of such mutations they often represent the future but to our eyes they seem strange

[03:23:10] by studying them you can illuminate this future before anyone else fixating on what is present ignoring

[03:23:17] what is absent in the Arthur Conan Doyle story Silver Blaze Sherlock Holmes

[03:23:22] solves a crime by paying attention to what did not happen the family dog had not barked this meant that the murderer

[03:23:29] must have been someone the dog knew what this story illustrates is how the average person does not generally pay

[03:23:35] attention to what we shall call negative cues what should have happened but did not it is our natural tendency to fixate

[03:23:42] on positive information to notice only what we can see and hear it takes a creative type such as homes to think

[03:23:49] more broadly and rigorously pondering the missing information in an event visualizing this absence as easily as we

[03:23:56] see the presence of something in business the natural tendency is to look at what is already out there in the

[03:24:01] marketplace and to think of how we can make it better or cheaper the real trick the equivalent of seeing the negative Q

[03:24:08] is to focus our attention on some need that is not currently being met on what

[03:24:13] is absent this requires more think thinking it is harder to conceptualize but the rewards can be immense if we hit

[03:24:19] upon this unfulfilled need one interesting way to begin such a thought process is to look at new and available

[03:24:26] technology in the world and to imagine how it could be applied in a much different way meeting a need that we

[03:24:32] sense exists but that is not overly apparent if the need is too obvious others will already be working on it a

[03:24:40] revert to Primal forms of intelligence language is a system largely designed for social communication it is based on

[03:24:47] conventions that everyone can agree upon it is somewhat rigid and stable so that it allows us to communicate with minimum

[03:24:53] friction but when it comes to the incredible complexity and fluidity of life it can often fail us in the last

[03:25:00] few hundred years with the rapid development of the Sciences technology and the Arts we humans have had to use

[03:25:06] our brains to solve increasingly complex problems and those who are truly creative have developed the ability to

[03:25:13] think Beyond language to access the lower Chambers all Consciousness to revert to those Primal forms of

[03:25:19] intelligence that served us for millions of years according to the great mathematician Jacques hadamard most

[03:25:25] mathematicians think in terms of images creating a visual equivalent of the theorem they are trying to work out

[03:25:30] Michael Faraday was a powerful visual thinker when he came up with the idea of electromagnetic lines of force

[03:25:37] anticipating the field theories of the 20th century he saw them literally in his Mind's Eye before he wrote about

[03:25:42] them the reason for this regression to visual forms of thinking is simple human working memory is limited we can only

[03:25:50] keep in mind several pieces of information at the same time through an image we can simultaneously imagine many

[03:25:56] things at once at a glant the use of images to make sense of the world is perhaps our most primitive form of

[03:26:02] intelligence and can help us conjure up ideas that we can later verbalize words also are abstract an image or model

[03:26:09] makes our idea suddenly more concrete which satisfies our need to see and feel things with our senses even if thinking

[03:26:17] in this way is not natural to you using diagrams and models to help further the creative process can be immensely

[03:26:22] productive early in his research Charles Darwin who was normally not a visual thinker came up with an image to help

[03:26:29] him conceptualize evolution in a regularly branching tree this signified

[03:26:34] that all of life started from one seed some branches of the tree ending others still growing and sending off new shoots

[03:26:41] he literally Drew such a tree in a notebook this image proved extremely helpful and he returned to it time and

[03:26:48] again Studies have indicated that synesthesia moments in which the stimulation of one sense provokes

[03:26:54] another is far more prevalent among artists and high level thinkers some have speculated that synesthesia

[03:27:00] represents a high degree of interconnectivity in the brain which also plays a role in intelligence creative people do not simply think in

[03:27:07] words but use all of their senses their entire bodies in the process they find

[03:27:12] sense cues that stimulate their thoughts on many levels whether it be the smell of something strong or the tactile feel

[03:27:19] of a rubber ball what this means is that they are more open to alternative ways of thinking creating and sensing the

[03:27:26] world they allow themselves a broader range of sense experience stimulating your brain and senses from all

[03:27:32] directions will help unlock your natural creativity and help revive your original mind step 3 the creative breakthrough tension

[03:27:40] and insight in the creative lives of almost all Masters we hear of the following pattern they begin a project

[03:27:47] with an initial intuition and an excitement about its potential success their project is deeply connected to

[03:27:53] something personal and Primal and seems very much alive to them as their initial nervous excitement inspires them in

[03:27:59] certain directions they begin to give their concept shape narrowing down its possibilities and channeling their

[03:28:05] energies into ideas that grow more and more distinct they enter a phase of heightened Focus but Masters inevitably

[03:28:12] possess another quality that complicates the work process they are not easily Satisfied by what they're doing while

[03:28:19] able to feel excitement they also feel doubt about the worthiness of their work they have high internal standards as

[03:28:25] they progress they begin to detect flaws and difficulties in their original idea that they had not foreseen as the

[03:28:32] process begins to become more conscious and less intuitive that idea once so alive in the starts to seem somewhat

[03:28:39] dead or stale this is a difficult feeling to endure and so they work even harder trying to force a solution

[03:28:45] the harder they try the more entertaining and frustration they create the sense of staleness grows in the

[03:28:52] beginning their mind teamed with Rich associations now it seems condemned to a

[03:28:57] narrow track of thought that does not spark the same connection at certain points in this process lesser

[03:29:04] types would simply give up or settle for what they have a mediocre and half realized project

[03:29:09] but Masters are stronger they have been through this before and on an unconscious level they understand that

[03:29:16] they must plow forward and that the frustration or the feeling of being blocked has a purpose at a particular

[03:29:22] high point of tension they let go for a moment this could be as simple as stopping work and going to sleep or it

[03:29:29] could mean deciding to take a break or to temporarily work on something else what almost inevitably happens in such

[03:29:35] moments is that the solution the perfect idea for completing the work comes to them these stories are so common as to

[03:29:42] indicate something essential about the brain and how it reaches certain peaks of creativity

[03:29:48] we can explain this pattern in the following way if we remained as excited as we were in the beginning of our

[03:29:53] project maintaining that intuitive feel that sparked it all we would never be able to take the necessary distance to

[03:29:59] look at our work objectively and improve upon it losing that initial Verve causes us to work and rework the idea it forces

[03:30:07] us to not settle too early on an easy solution the mounting frustration and tightness that comes from single-minded

[03:30:13] Devotion to one problem or idea will naturally lead to a breaking point we realize we are getting nowhere such

[03:30:20] moments are signals from the brain to let go for however long a period necessary and most creative people

[03:30:27] consciously or unconsciously accept this when we let go we are not aware that

[03:30:32] below the surface of Consciousness the ideas and the associations we had built up continue to bubble and incubate with

[03:30:39] the feeling of tightness gone the brain can momentarily return to that initial feeling of excitement and aliveness

[03:30:45] which by now has been greatly enhanced by all of our hard work the brain can now find the proper synthesis to the

[03:30:52] work the one that was eluding us because we had become too tight in our approach the key is to be aware of this process

[03:30:59] and to encourage yourself to go as far as you can with your doubts your reworkings and your strained efforts

[03:31:05] knowing the value and purpose of the frustration and creative blocks you're facing think of yourself as your own zen

[03:31:12] master such Masters would often beat their pupils and deliberately lead them to points of Maximum doubt and inner

[03:31:19] tension knowing such moments often precede Enlightenment emotional pitfalls When we arrive at the creative active

[03:31:26] phase in our career we are confronted by new challenges that are not simply mental or intellectual the work is more

[03:31:32] demanding we are on our own and the stakes are higher our work is now more public and highly

[03:31:39] scrutinized we might have the most brilliant ideas in a mind capable of handling the greatest intellectual

[03:31:44] challenges but if we are not careful we will grow insecure overly anxious about people's opinions or excessively

[03:31:51] self-confident or we will become bored and lose a taste for the hard work that is always

[03:31:57] necessary better to be aware of these pitfalls in advance and never step into them the following are among the most

[03:32:03] common pitfalls that threaten us along the way complacency in childhood the

[03:32:09] world seemed like an enchanted place everything that we encountered had an intensity to it and sparked feelings of

[03:32:15] Wonder now from our mature Viewpoint we see this wonderment as naive a quaint

[03:32:20] quality we have outgrown with our sophistication and vast experience of the real world but our skeptical cynical

[03:32:26] attitudes can actually cut us off from so many interesting questions and from reality itself unknown to ourselves the

[03:32:34] Mind slowly Narrows and tightens as complacency creeps into the soul and although we may have achieved public

[03:32:40] Acclaim for our past work we stifle our own creativity and never get it back fight this downhill tendency as much as

[03:32:47] you can by upholding the value of active Wonder constantly remind yourself of how

[03:32:52] little you truly know and of how mysterious the world remains conservatism if you gain any kind of

[03:32:59] attention or success for your work in this phase you face the great danger of creeping conservatism you begin to fall

[03:33:06] in love with the ideas and strategies that worked for you in the past you become subtly addicted to the material

[03:33:12] comforts you have Acquired and before you know it you uphold ideas that you think you believe in but that really are

[03:33:18] tied to your need to please the audio audience or your sponsors or whomever creativity is by its nature an act of

[03:33:24] boldness and Rebellion you are not accepting the status quo or conventional wisdom you are playing with the very

[03:33:31] rules you have learned experimenting and testing the boundaries the world is dying for Bolder ideas for people who

[03:33:38] are not afraid to speculate and investigate dependency in the apprenticeship phase you relied upon

[03:33:43] mentors and those above you to supply you with the necessary standards of judgment for your field but if you are

[03:33:49] not careful you will carry this need for approval over into the next phase instead of relying on the master for

[03:33:55] evaluation of your work you come to rely on the opinions of the public it is not that you must ignore these judgments but

[03:34:02] that you must first work hard to develop internal standards and a high degree of Independence

[03:34:07] you have the capacity to see your own work with some distance when the public reacts you can distinguish between what

[03:34:14] is worth paying attention to and what you should ignore impatience this is perhaps the single greatest Pitfall of

[03:34:21] them all this quality continually haunts you no matter how disciplined you might think

[03:34:26] you are you will convince yourself that your work is essentially over and well done when really it is your impatience

[03:34:32] speaking and coloring your judgment unfortunately the creative process requires continual intensity and vigor

[03:34:39] each exercise or problem or project is different hurrying to the end or warming up old ideas will ensure a mediocre

[03:34:46] result the best way to neutralize our natural impatience is to cultivate a kind of

[03:34:51] pleasure in pain like an athlete you come to enjoy rigorous practice pushing past your limits and resisting the easy

[03:34:58] way out grandiosity sometimes greater danger comes from success in Praise than from

[03:35:04] criticism if we learn to handle criticism well it can strengthen us and help us become aware of flaws in our

[03:35:11] work praise generally does harm ever so slowly the emphasis shifts from the joy

[03:35:16] of the creative process to the love of attention and to our ever inflating ego

[03:35:22] to avoid this fate you must have some perspective there are always greater Geniuses out there than yourself luck

[03:35:29] certainly played a role as did the help of your mentor and all those in the past who pave the way what must ultimately

[03:35:35] motivate you is the work itself and the process public attention is actually a

[03:35:40] nuisance and a distraction strategies for reaching the creative active phase as future Masters emerge from their

[03:35:48] apprenticeships they all face the same dilemma no one has ever really instructed them about the creative

[03:35:53] process and there are no real books or teachers to turn to struggling on their own to become more active and

[03:36:00] imaginative with the knowledge they have gained they evolve their own process one that suits their temperament and the

[03:36:06] field they are working at and in these creative Evolutions we can detect some basic patterns and lessons for us all

[03:36:12] the following are seven different strategic approaches to making the transition to the creative phase they

[03:36:18] are distilled from the stories of the most creative figures past and present 1. the authentic voice look at a field

[03:36:27] like music in the works of great composers or jazz artists we can detect a unique voice that comes through the

[03:36:33] music but what is this voice it is not something we can exactly put into words

[03:36:39] musicians are expressing something deep about their nature their particular psychological makeup even their

[03:36:45] unconscious it comes out in their style their unique rhythms and phrasings but

[03:36:50] this voice does not emerge from just being oneself and letting loose a person who would take up an instrument and try

[03:36:56] to express this quality right away would only produce noise jazz or any other musical form is a language with

[03:37:03] conventions and vocabulary and so the extreme Paradox is that those who impress the most with their

[03:37:09] individuality and music are the ones who first completely submerge their character in a long apprenticeship by

[03:37:15] spending such time learning structure developing technique and absorbing every possible style and way of playing

[03:37:21] musicians can build up a vast vocabulary once all of this becomes hardwired into their nervous system their minds can

[03:37:28] focus on higher things they can bend all of the techniques they have learned into something more personal more authentic

[03:37:34] and what is true for music is true for any field or discipline under understand the greatest impediment to creativity is

[03:37:42] your impatience the almost inevitable desire to hurry up the process Express something and make a splash what happens

[03:37:49] in such a case is that you do not master the basics you have no real vocabulary at your disposal what you mistake for

[03:37:56] being creative and distinctive is more likely an imitation of other people's style or personal rantings that do not

[03:38:02] really Express anything audiences however are hard to fool they feel the lack of rigor the imitative

[03:38:09] quality the urge to get attention and they turn their backs or give the mildest praise that quickly passes the

[03:38:16] best route is to love learning for its own sake anyone who would spend years absorbing

[03:38:21] the techniques and conventions of their field trying them out mastering them exploring and personalizing them would

[03:38:28] inevitably find their authentic voice and give birth to something unique and expressive 2. the fact of great yield

[03:38:35] the animal world can be divided into two types Specialists and opportunists

[03:38:41] Specialists like Hawks or Eagles have one dominant skill upon which they depend for their survival when they're

[03:38:47] not hunting they can go into a mode of complete relaxation opportunists on the other hand have no particular specialty

[03:38:54] they depend instead on their skill to sniff out any kind of opportunity in the environment and seize upon it they are

[03:39:01] in states of constant tension and require continual stimulation we humans are the ultimate opportunists in the

[03:39:08] animal world the least specialized of all living creatures our entire brain and nervous system is geared toward

[03:39:14] looking for any kind of opening our most primitive ancestors did not begin with

[03:39:19] an idea in their heads for creating a tool to help them in Scavenging and killing instead They Came Upon a rock

[03:39:25] perhaps one that was unusually sharp or elongated an anomaly and saw in this a

[03:39:31] possibility in picking it up and handling it the idea came to them to use it as a tool

[03:39:36] this opportunistic bent of the human mind is the source and Foundation of our creative powers and it is in going with

[03:39:43] this bent of the brain that we maximize these powers and yet when it comes to creative Endeavors so often we find

[03:39:50] people going at them from the wrong end this generally afflicts those who are young and inexperienced they begin with

[03:39:57] an ambitious goal a business or an invention or a problem they want to solve this seems to promise money and

[03:40:04] attention they then search for ways to reach that goal such a search could go in thousands of directions Each of which

[03:40:10] could pan out in its own way but in which they could also easily end up exhausting themselves and never find the

[03:40:17] key to reaching their overarching goal there are too many variables that go into success the more experienced wiser

[03:40:24] types are opportunists instead of beginning with some broad goal they go in search of the fact of great yield a

[03:40:30] bit of empirical evidence that is strange and does not fit the Paradigm and yet is intriguing this bit of

[03:40:36] evidence sticks out and grabs their attention like the elongated Rock they are not sure of their goal and they do

[03:40:43] not yet have in mind an application for the fact they have uncovered but they are open to where it will lead them once

[03:40:49] they dig deeply they discover something that challenges prevailing conventions and offers endless opportunities for

[03:40:54] knowledge and application in looking for facts of great yield you must follow certain guidelines although you are

[03:41:01] beginning within a particular field that you understand deeply you must not allow your mind to become Tethered to this

[03:41:06] discipline instead you must read journals and books from all different fields sometimes you will find an

[03:41:12] interesting anomaly in an unrelated discipline that may have implications for your own you must keep your mind

[03:41:18] completely open no item is too small or unimportant to escape your attention if

[03:41:24] an apparent anomaly calls into question your own beliefs or assumptions so much the better you must speculate on what it

[03:41:31] could mean this this speculation guiding your subsequent research but not determining your conclusion if what you

[03:41:37] have discovered seems to have profound ramifications you must pursue it with the utmost intensity better to look into

[03:41:43] 10 such facts with only one yielding a great discovery than to look into 20 ideas that bring success but have

[03:41:50] trivial implications you are the Supreme hunter ever alert eyes scanning the

[03:41:55] landscape for the fact that we'll expose a once hidden reality with profound consequences three natural Powers

[03:42:02] because the creative process is an elusive subject and one for which we receive no training in our first

[03:42:09] creative Endeavors we are most often left to our own devices to sink or Swan and in these circumstances we have to

[03:42:16] evolve something that suits our individual spirit and our profession often however we can go quite wrong in

[03:42:22] evolving a method particularly with the pressure to produce results and the fear this instills in Us in the process many

[03:42:29] successful artists have developed for their work we can discern an elemental pattern and principles that have wide

[03:42:35] application built as they are on the natural inclinations and strengths of the human brain first it is essential to

[03:42:42] build into the creative process an initial period that is open-ended you give yourself time to dream and wander

[03:42:48] to start out in a loose and unfocused manner in this period you allow the project to associate itself with certain

[03:42:55] powerful emotions ones that naturally come out of you as you focus on your ideas

[03:43:00] it is always easy to tighten up your ideas later on and to make your project increasingly realistic and rational but

[03:43:07] if you begin with a feeling of tightness and pressure focusing on the funding the competition or people's opinions you

[03:43:14] will stifle the associative powers of the brain and quickly turn the work into something without Joy or life

[03:43:20] second it is best to have wide knowledge of your field and other fields giving your brain more possible associations

[03:43:26] and connections third to keep this process alive you must never settle into complacency as if your initial Vision

[03:43:33] represents the end point you must cultivate profound dissatisfaction with your work and the

[03:43:38] need to constantly improve your ideas along with a sense of uncertainty you are not exactly sure where to go next

[03:43:45] and this uncertainty drives the creative urge and keeps it fresh any kind of

[03:43:50] resistance or obstacle that crosses your path should be seen as yet another chance to improve your work finally you

[03:43:57] must come to embrace slowness as a virtue in itself when it comes to creative Endeavors time is always

[03:44:03] relative whether your project takes months or years to complete you will always experience a sense of impatience

[03:44:10] and a desire to get to the end the single greatest action you can take for acquiring creative power is to reverse

[03:44:17] this natural impatience you take pleasure in the laborious research process you enjoy the slow cooking of

[03:44:23] the idea the organic growth that naturally takes shape over time you do not unnaturally draw out the process

[03:44:29] which will create its own problems we all need deadlines but the longer you can allow the project to absorb your

[03:44:36] mental energies the Richer it will become imagine yourself years in the future looking back at the work you have done

[03:44:43] from that future vantage point the extra months and years you devoted to the process will not seem painful or

[03:44:49] laborious at all it is an illusion of the present that will vanish time is

[03:44:54] your greatest Ally four the open field perhaps the greatest impediment to human creativity is the

[03:45:01] natural Decay that sets in over time in any kind of medium or profession in The Sciences or in business a certain way of

[03:45:08] thinking or acting that once had success quickly becomes a paradigm an established procedure

[03:45:13] as the years go by people forget the initial reason for this Paradigm and simply follow a lifeless set of

[03:45:20] techniques in the Arts someone establishes a style that is new and vibrant speaking to the particular

[03:45:26] Spirit of the time it has an edge because it is so different soon imitators pop up everywhere it becomes a

[03:45:33] fashion something to conform to even if the Conformity appears to be rebellious and edgy this can drag on for 10 20

[03:45:40] years it eventually becomes a cliche pure style without any real emotion or need nothing in culture escapes this

[03:45:47] deadening Dynamic we may not be aware of it but we suffer from the dead forms and conventions that clutter our culture

[03:45:54] this problem however sets up a tremendous opportunity for Creative types the process goes as follows you

[03:46:01] begin by looking inward you have something you want to express that is unique to yourself and related to your

[03:46:07] inclinations you must be sure it is not something that is sparked by some Trend or fashion but that it comes from you

[03:46:13] and is real Perhaps it is a sound you are not hearing in music a type of story not being told a type of book that does

[03:46:20] not fit into the usual tidy categories Perhaps it is even a new way of doing business let the idea the sound the

[03:46:28] image take root in you sensing the possibility of a new language or way of doing things you must make the conscious

[03:46:35] decision to play against the very conventions that you find dead and want to get rid of you do not create your

[03:46:41] work out of a vacuum your vision builds off what is missing in your field or has turned into a cliche you take the

[03:46:48] conventions in your field and turn them upside down following this strategy will give your work a kind of reverse

[03:46:54] reference point and a way to shape it you must not mistake newness with wild spontaneity there is nothing that

[03:47:01] becomes repetitive and boring more quickly than free expression that is not rooted in reality in discipline you must

[03:47:07] bring to your new idea all of the knowledge you have acquired in your field but for the purpose of reversing

[03:47:13] it in essence what you are doing is creating some space in a cluttered culture claiming for yourself an open

[03:47:19] field in which you can finally plant something new people are dying for the new for what expresses the spirit of the

[03:47:25] time in an original Way by creating something new you will create your own audience and attain the ultimate

[03:47:32] position of power and culture 5. the high end in many fields we can see and

[03:47:38] diagnose the same mental disease which we shall call technical lock what this means is the following in order to learn

[03:47:45] a subject or skill particularly one that is complex we must immerse ourselves in

[03:47:50] many details techniques and procedures that are standard for solving problems if we are not careful however we become

[03:47:57] locked into seeing every problem in the same way using the same techniques and strategies that became so imprinted in

[03:48:03] us it is always simpler to follow such a route in the process we lose sight of the bigger picture the purpose of what

[03:48:10] we are doing how each problem we face is different and requires a different approach we adopt a kind of tunnel

[03:48:16] vision this technical lock afflicts people in all Fields as they lose a sense of the overall purpose of their

[03:48:22] work of the larger question at hand of what impels them to do their work in the first place to avoid this your project

[03:48:30] or the problem you're solving should always be connected to something larger a bigger question an overarching idea an

[03:48:37] inspiring goal whenever your work begins to feel stale you must return to the

[03:48:42] larger purpose and goal that impelled you in the first place this bigger idea governs your smaller Paths of

[03:48:48] investigation and opens up many more such paths for you to look into by constantly reminding yourself of your

[03:48:54] purpose you will prevent yourself from fetishizing certain techniques or from becoming overly obsessed with triple

[03:48:59] details in this way you will play into the natural strengths of the human brain which wants to look for connections on

[03:49:06] higher and higher levels 6. The evolutionary hijack we generally have a

[03:49:11] misconception about the inventive and creative powers of a human mind we imagine that creative people have an

[03:49:17] interesting idea which they then proceed to elaborate and refine in a somewhat linear process the truth however is much

[03:49:24] Messier and more complex creativity actually resembles a process known in nature as evolutionary hijacking in

[03:49:32] evolution accidents and contingencies play an enormous role for instance feathers evolve from reptilian scales

[03:49:39] their purpose being to keep birds warm Birds evolve from reptiles but eventually those existing feathers

[03:49:46] became adapted for the purpose of flying transforming into Wing feathers for our own primate ancestors living in trees

[03:49:52] the form of the hand largely evolved out of the need to grasp branches with Speed and Agility our early hominid ancestors

[03:49:59] walking on the ground found this intricately developed hand quite useful for manipulating rocks making tools and

[03:50:06] gesturing and communication perhaps language itself developed as a strictly social tool and became hijacked

[03:50:13] as a means of reasoning making human consciousness itself the product of an accident human creativity generally

[03:50:19] follows a similar path perhaps indicating a kind of organic fatality to the creation of anything

[03:50:25] ideas do not come to us out of nowhere instead we come upon something by

[03:50:30] accident for instance a piece of information overheard in a conversation or an ad on the radio if we are

[03:50:36] experienced enough and the moment is ripe this accidental encounter will spark some interesting associations and

[03:50:43] ideas in Us in looking at the particular materials we can work with we suddenly see another way to use them all along

[03:50:50] the way contingencies pop up that reveal different paths we can take and if they are promising we follow them not sure of

[03:50:56] where they will lead instead of a straight line development from idea to fruition the creative process is more

[03:51:02] like the Crooked branching of a tree the lesson is simple what constitutes true

[03:51:07] creativity is the openness and adaptability of our spirit when we see or experience something we must be able

[03:51:14] to look at it from several angles to see other possibilities beyond the obvious ones we imagine that the objects around

[03:51:20] us can be used and co-opted for different purposes we do not hold on to our origin original idea out of sheer

[03:51:27] stubbornness or because our ego is tied up with its rightness instead we move with what presents itself to us in the

[03:51:33] moment exploring and exploiting different branches and contingency we thus manage to turn feathers into flying

[03:51:40] material the difference then is not in some initial creative power of the brain but in how we look at the world and the

[03:51:47] fluidity with which we can reframe what we see creativity and adaptability are

[03:51:52] inseparable 7. alchemical creativity in the unconscious our culture depends in

[03:51:58] many ways on the creation of standards and conventions that we all must adhere to these conventions are often expressed

[03:52:05] in terms of opposites good and evil beautiful and ugly painful and

[03:52:10] pleasurable rational and irrational intellectual and sensual believing in

[03:52:15] these opposites gives our world a sense of cohesion and comfort to imagine that something can be intellectual and

[03:52:21] sensual pleasurable and painful real and unreal good in bad masculine and

[03:52:27] feminine is too chaotic and disturbing for us life however is more fluid and complex our desires and experiences do

[03:52:34] not fit neatly into these tidy categories those who think in dualities believing that there is such a thing as

[03:52:41] real and such a thing as unreal and that they are distinct entities that can never become blended into a third

[03:52:46] alchemical element are creatively limited and their work can quickly become dead and predictable

[03:52:52] to maintain a dualistic approach to life requires that we repress many observable truths but in our unconscious and in our

[03:52:59] dreams we often let go of the need to create categories for everything and are able to mix seemingly disparate and

[03:53:06] contradictory ideas and feelings together with ease your task as a creative thinker is to actively explore

[03:53:12] the unconscious and contradictory parts of your personality and to examine similar contradictions and tensions in

[03:53:18] the World At Large work expressing these tensions within your work in any medium will create a powerful effect on others

[03:53:25] making them sense unconscious truths or feelings that have been obscured or repressed

[03:53:30] you look at Society at large and the various contradictions that are rampant for instance the way in which a culture

[03:53:36] that espouses the ideal of free expression is charged with an oppressive coat of political correctness that tamps

[03:53:43] free expression down in science you look for ideas that go against the existing Paradigm or that seem inexplicable

[03:53:50] because they are so contradictory all of these contradictions contain a rich mine of information about a reality that is

[03:53:56] deeper and more complex than the one immediately perceived by delving into the chaotic and fluid Zone below the

[03:54:03] level of Consciousness where opposites meet you'll be surprised at the exciting and fertile ideas that will come

[03:54:09] bubbling up to the surface part 6 fuse the intuitive with the rationale Mastery

[03:54:15] all of us have access to a higher form of intelligence one that can allow us to see more of the world to anticipate

[03:54:21] Trends to respond with speed and accuracy to any circumstance this intelligence is cultivated by deeply

[03:54:28] immersing ourselves in a field of study and staying true to our inclinations no matter how unconventional our approach

[03:54:34] might seem to others through such intense immersion over many years we come to internalize and gain an

[03:54:41] intuitive feel for the complicated components of our when we fuse this intuitive feel with rational processes

[03:54:47] we expand our minds to the outer limits of our potential and are able to see into the secret core of life itself the

[03:54:54] third transformation for the writer Marcel proust 1871 1922 his fate seemed set at Birth

[03:55:03] he was born incredibly small and frail for two weeks he hovered near death but

[03:55:08] finally pulled through as a child he had frequent bouts of illness that kept him at home for months at a time when he was

[03:55:15] nine years old he suffered his first asthma attack and nearly died his mother Gene continuously worried about his

[03:55:22] health doted on Marcel and accompanied him on his regular trips to the countryside to convalesce and it was on

[03:55:28] such trips that the pattern of his life became set often alone he developed a passion for reading books he loved to

[03:55:35] read about history and he devoured all forms of literature his main physical Outlet was taking long walks in the

[03:55:41] country and here certain sites seemed to Captivate him he would stop and stare for hours at apple blossoms or Hawthorne

[03:55:49] flowers or at any kind of slightly exotic plant he found the spectacle of marching ants or spiders working on

[03:55:55] their webs particularly compelling he would soon add books on botany and entomology to his reading list his

[03:56:02] closest companion in these early years was his mother and his attachment to her soon went beyond all bounds they looked

[03:56:09] alike and shared similar interests in the Arts he could not stand to be away from her for more than a day and in the

[03:56:16] few hours in which they were separated he would write her endless letters in 1886 he read a book that would forever

[03:56:22] change the course of his life it was an historical account of the Norman conquest of england written by Augustine

[03:56:29] Theory the narration of events was so vivid that Marcel Felton himself transported back in time the writer

[03:56:35] alluded to certain Timeless laws of human nature that were revealed in the story and the possibility of uncovering

[03:56:41] such laws mcmarcel's heads spin with excitement entomologists could discover the hidden principles that govern the

[03:56:48] behavior of insect could a writer do the same with humans in their complicated nature captivated by Theory's ability to

[03:56:55] make history come to life life it came to Marseille in a Flash that this would be his life's task to become a writer

[03:57:01] and illuminate the laws of human nature at school in Paris where he lived Marcel

[03:57:07] impressed his classmates with his strangeness he had read so much that his head was teeming with ideas he would

[03:57:13] talk about history ancient Roman literature and the Social Life of Bees all in the same conversation

[03:57:18] despite his propensity for being alone he was incredibly sociable in a real charmer he knew how to flatter and

[03:57:25] ingratiate himself no one could quite figure him out or gain any sense of what the future might hold for such an

[03:57:31] oddball in 1888 Marcel met a 37 year old curtisan named Laurie Heyman who is the

[03:57:38] Mistress of his uncle among many others and for him it was instant infatuation she was like a character out of a novel

[03:57:45] her clothes her coquettish manner her power over men fascinated him Charming her with his witty conversation and

[03:57:51] polite manners they quickly became close friends in France there had long been the

[03:57:57] tradition of salons Gatherings were people of like mind discussed literary and philosophical ideas Laura had her

[03:58:04] own Infamous salon frequented by artists Bohemians actors and actresses soon

[03:58:09] Marcel became a regular he found the social life in these upper echelons of French society endlessly fascinating it

[03:58:16] was a world full of subtle signs an invitation to a ball or the particular seating position at a dinner table would

[03:58:23] indicate the status of an individual whether they were on the rise or the decline he wanted to explore this realm

[03:58:30] and learn all of its intricacies the attention he used to direct toward history and literature he now directed

[03:58:36] toward the world of high society he inveigled his way into other salons and was soon mingling with upper aristocracy

[03:58:43] although he was determined to become a writer Marcel had never been able to figure out what he wanted to write about

[03:58:48] and this had troubled him to no end now however he had his answer this social

[03:58:53] world would be the ant colony that he would analyze as ruthlessly as an entomologist

[03:58:59] for this purpose he began to collect characters for novels he studied these characters listened intently to their

[03:59:05] way of talking followed their mannerisms and in his notebooks he would try to bring them to life in small literary

[03:59:11] sketches in his writing Marcel was a master mimic Marcel's father a prominent

[03:59:17] doctor began to despair for his son Marseille would attend parties all night return late in the morning and sleep

[03:59:22] through the day to fit in with high society he was spending vast amounts of money

[03:59:28] he seemed to have no discipline and no real career aspirations with his health problems and his mother always spoiling

[03:59:34] him his father feared Marcel would be a failure and a continuous burden he tried to push him into a career Marcel

[03:59:41] placated him as best he could but in truth he was banking everything on the publication of his first book pleasures

[03:59:47] and days it would be a collection of stories and sketches of the society he had infiltrated with the success of this

[03:59:53] book he would win over his father and all the other doubters to ensure its success and make it into more than a

[04:00:00] book pleasures and days would feature the beautiful drawings of a high society lady he had befriended and it would be

[04:00:05] printed on the finest paper after numerous delays pleasures and days was finally published in 1896. the book

[04:00:13] hardly sold considering the printing costs it was an enormous Financial Fiasco and the public image of Marcel

[04:00:19] proust became permanently cemented he was an elegant Dandy a snob who wrote of the only world he knew a young man who

[04:00:26] had no practical sense a social butterfly who dabbled in literature it was an embarrassment and it demoralized

[04:00:33] him he began to grow increasingly depressed and despondent he was tired of the salons and mingling with the rich he

[04:00:40] had no career no position to rely upon as he neared 30 years of age he was

[04:00:45] still living at home dependent on his parents for money he felt constantly anxious about his health certain he was

[04:00:52] doomed to die within a few years he heard endless stories of his friends from school becoming prominent members

[04:00:57] of society with growing families of their own in comparison he felt like a total failure all that he had

[04:01:04] accomplished was a few articles and newspapers about high society and a book that had made him the laughingstock of

[04:01:10] Paris the only thing he could rely on was the continued devotion of his mother in the midst of his despair he had an

[04:01:16] idea for several years he had been devouring The Works of the English art crit and thinker John Ruskin he would

[04:01:23] teach himself English and translate ruskin's work into French it would consume much of his time and he would

[04:01:29] have to put off any ideas of writing a novel but it would show his parents that he was serious about making a living and

[04:01:35] that he had chosen a career clinging to this as his last hope he poured himself into the task with all of his energy

[04:01:41] after several years of intense labor a few of his translations of Ruskin were published to great acclaim his

[04:01:48] introductions and the essays that accompanied the translations finally erased the reputation of the idol

[04:01:53] dilatants that had haunted him since pleasures and days he was seen as a serious scholar through his work he had

[04:02:00] managed to hone his own style of writing internalizing the work of Ruskin he could now write essays that were

[04:02:06] thoughtful and precise he had finally gained some discipline something to build on but in the midst of this modest

[04:02:13] success his network of emotional support suddenly teetered and then vanished in

[04:02:18] 1903 his father died two years later his mother unable to get over the loss

[04:02:23] passed away as well they had hardly ever been apart from each other and he had dreaded the moment of her death since

[04:02:29] childhood he felt completely alone and he feared that he had nothing left to live for in the months to come he slowly

[04:02:36] withdrew from society and as he took stock of his life up to that point he discerned a pattern that actually gave

[04:02:42] him the faintest amount of Hope to compensate for his physical weakness he had taken to reading and in the process

[04:02:48] had discovered his life's task over the course of the last 20 years he had accumulated a vast amount of knowledge

[04:02:54] about French society an incredibly wide variety of real-life characters of all types and classes lived inside his head

[04:03:01] he had written thousands of pages using Ruskin as a mentor and translating his

[04:03:06] Works he had developed discipline and some organizing skills he had long thought of life as an apprenticeship in

[04:03:12] which we are all slowly instructed in the ways of the world he had served an elaborate 20-year apprenticeship in

[04:03:19] writing and in human nature and it had altered him deeply despite his ill health and his failures he had never

[04:03:25] given up this must mean something perhaps a destiny of sorts all of his

[04:03:30] failures had a purpose he decided if he knew how to exploit them his time had not been wasted what he needed to do was

[04:03:37] to put all of this knowledge to work this meant returning to the novel that had been trying to write for years what

[04:03:44] it would be about he still had no idea the material was all there in his head What mattered was to get to work

[04:03:51] something would come of it in the fall of 1908 he purchased dozens of notebooks

[04:03:56] the kind he used to use in school and began to fill them with notes he wrote essays on Aesthetics sketches of

[04:04:03] characters childhood memories that he strangely recall and as he went deep into this process he felt a change

[04:04:09] within himself something clicked he did not know where it came from but a voice emerged his own voice which would be

[04:04:16] that of the narrator himself the story would revolve around a young man who becomes too neurotically attached to his

[04:04:22] mother and cannot Forge his own identity he discovers that he wants to be a writer but he cannot figure out what he

[04:04:28] should write about as he grows up he starts to explore the two social Realms of bohemia and landed aristocracy he

[04:04:35] dissects the various people he meets uncovering the essence of their characters that lies underneath their

[04:04:41] superficial social personalities he has several failed love affairs in which he suffers the extremes of jealousy after

[04:04:48] numerous adventures and a creeping sense of failure as he advances in life at the very end of the novel he discovers what

[04:04:54] he wants to write it will be the book that we have just been reading the novel would be called In Search of Lost Time

[04:05:00] and in the end it would recount much of proust's own life all of the various characters he knew disguised under

[04:05:06] different names in the course of the narration he would cover the entire history of France from the moment he was

[04:05:12] born to the present whatever the present was it would be a portrait of society as a whole he would be the entomologist

[04:05:18] uncovering the laws that govern the behavior of all the inhabitants of the Angel his only concern now was a his

[04:05:25] health the task ahead of him was immense would he live long enough to complete it over the course of several years he

[04:05:31] finished the first part of the book known as Swan's way it was published in 1913 and the reviews were extremely

[04:05:37] positive no one had ever read a novel quite like it it seemed that prowst had

[04:05:42] created his own genre part novel part essay but as he was making plans for the

[04:05:47] final half of the book War broke out across Europe and the publishing business essentially ground to a halt

[04:05:53] prowst continued working on the novel unremittingly but as he did so something strange happened the book kept expanding

[04:06:00] in size and scope one volume after the next his method of working was partially responsible for this increase he had

[04:06:07] collected over the years thousands of bits of stories characters lessons on life laws of psychology that he slowly

[04:06:14] pieced together in the novel like tiles of a mosaic he could not foresee the end and as the book grew in size it suddenly

[04:06:21] assumed a different form real life and the novel became inextricably interwoven he had the Sensation that this social

[04:06:28] realm he was depicting had come alive within him and feeling it from the inside it would flow out of him with

[04:06:34] increasing ease he had a metaphor to explain the sensation which he included in the novel he was like a spider

[04:06:40] sitting on its web feeling the slightest vibration knowing it so deeply as the world he had created and mastered after

[04:06:47] the war prowst's book continued to be published one volume after another critics were completely astounded at the

[04:06:54] depth and breadth of his work he had created or rather recreated an entire world but this was not simply a

[04:07:01] realistic novel for much of the work included discourses on Art psychology the secrets of memory and the workings

[04:07:08] of the brain itself proust had delved so deeply into his own psychology that he had made discoveries

[04:07:14] about memory and the unconscious that seemed uncannily accurate going through volume after volume readers would have

[04:07:21] the Sensation that they were actually living and experiencing this world from within the narrator's thoughts becoming

[04:07:27] one's own thoughts the boundaries between narrator and reader disappearing it was a magical effect it felt like

[04:07:34] life itself straining to finish the final volume the point at which the narrator would be finally able to write

[04:07:41] the novel we have been reading proust was in a hurry he could feel his energy waning and death approaching all through

[04:07:48] the publishing process he would make the Publishers stop the printing as some new incident he had personally witnessed had

[04:07:54] to be included in the book now sensing himself near death he made his female attendant take some final

[04:08:00] note he finally understood how it felt to be dying and he had to rewrite a previous deathbed Scene It was not

[04:08:07] psychologically real enough he died two days later never to see the full seven volumes in print keys to Mastery

[04:08:14] throughout history we read of Masters in every conceivable form of human endeavor describing a sensation of suddenly

[04:08:21] possessing heightened intellectual Powers after years of immersion in their field in all of these instances these

[04:08:28] practitioners of various skills described a sensation of seeing more they were suddenly able to grasp an

[04:08:34] entire situation through an image or an idea or a combination of images and ideas they experienced this power as

[04:08:41] Intuition or a fingertip feel considering the power such intelligence can bring us and the tremendous

[04:08:48] contributions to culture made by Masters who possess it it would seem logical that such high-level intuition would be

[04:08:54] the subject of countless books and discussions and that the form of thinking that goes with it would be

[04:08:59] elevated into an ideal for all of us to aim at but oddly enough this is not at

[04:09:05] all the case this form of intelligence is either ignored relegated to the inexplicable Realms of the mystical and

[04:09:12] occult or ascribed genius and genetics the reason for this overall disregard is

[04:09:17] simple we humans have come to recognize only one form of thinking and intelligence rationality rational

[04:09:24] thinking is sequential by Nature we see a phenomenon a and we deduce a cause B

[04:09:30] and maybe anticipate a reaction C in all cases of rational thinking we can

[04:09:35] reconstruct the various steps that were taken to arrive at some kind of conclusion or answer this form of

[04:09:41] thinking is extremely effective and has brought us great Powers the process that people go through when they arrive at an

[04:09:47] answer through rational analysis can generally be examined and verified which is why we esteem it so highly we prefer

[04:09:53] things that can be reduced to a formula and described in precise words but the types of intuitions discussed by various

[04:10:00] Masters cannot be reduced to a formula and the steps they took to arrive at them cannot be reconstructed and because

[04:10:06] we recognize rationality as the only legitimate form of intelligence these experiences of seeing more must either

[04:10:14] be forms of rational thinking that just happened faster or are simply miraculous by Nature the problem we are facing here

[04:10:21] is that high level intuition the ultimate sign of Mastery involves a process that is qualitatively different

[04:10:27] from rationality and in understanding how it works we can begin to see that such power is not miraculous but

[04:10:34] intrinsically human and accessible to us all when we study something like Warfare we generally break it up into Parts

[04:10:41] field Maneuvers Weaponry Logistics strategy having deep knowledge of these

[04:10:47] subjects we could analyze the results of battle and come to some interesting conclusions but there is an element of

[04:10:53] war that cannot be analyzed this way the highly unpredictable aspect that comes into play when two opposing forces

[04:10:59] square up and nothing can be precisely anticipated the situation is continuously fluid as one side reacts to

[04:11:06] the other in the unexpected intervenes this battle in real time has an interactive changing element that cannot

[04:11:12] be reduced to its parts or to simple enough analysis and is not something we can see and measure we can say the same

[04:11:19] thing for an animal or anything organic this unseen element can be called various things to the ancient Chinese

[04:11:25] who understood this very well it was known as the Tau or way and this whey

[04:11:31] inhabits everything in the world and is embedded in the relationships between things the way is visible to the expert

[04:11:37] in cooking carpentry Warfare or philosophy we shall call it the dynamic

[04:11:42] the living force that inevitably operates in anything we study or do it is how the whole thing functions and how

[04:11:49] the relationships evolve from within it is not the moves of the pieces on the chessboard but the entire game involving

[04:11:56] the psychologies of the players their strategies in real time their past experiences influencing the present the

[04:12:03] comfort of the chairs they are sitting in how their energies affect each other in a word everything that comes into

[04:12:09] play all at once through intense absorption in a particular field over a long period of time Time Masters come to

[04:12:16] understand all of the parts involved in what they're studying they reach a point where all of this has

[04:12:21] become internalized and they are no longer seeing the parts but gain an intuitive feel for the whole they

[04:12:27] literally see or sense the dynamic the ability to have this intuitive grasp

[04:12:32] of the whole and feel this Dynamic is simply a function of time since it has been shown that the brain

[04:12:38] is literally altered after approximately 10 000 hours of practice these Powers would be the result of a transformation

[04:12:45] that happens in the brain after some twenty thousand hours and Beyond with this much practice and experience

[04:12:51] all kinds of connections have been formed in the brain between different forms of knowledge Masters thus have a

[04:12:58] sense of how everything interacts organically and they can Intuit patterns or Solutions in an instant this fluid

[04:13:04] form of thinking does not occur through a step-by-step process but rather comes in flashes and insights as the brain

[04:13:11] makes sudden connections between disparate forms of knowledge causing us to sense the dynamic in real time it

[04:13:18] would be a misconception however to imagine that Masters are simply following their intuitions and moving

[04:13:23] beyond rational thinking first it is through all of their hard work the depth of their knowledge and the development

[04:13:29] of their analytical skills that they reach this higher form of intelligence second when they experience this

[04:13:35] Intuition or Insight they invariably subject it to a high degree of reflection and reasoning in science they

[04:13:41] must spend months or years verifying their intuitions in the Arts they must work out the ideas that come to them

[04:13:48] intuitively and rational only shape them into a form this is hard for us to imagine because we find intuition and

[04:13:54] rationality mutually exclusive but in fact at this high level they operate together in a seamless fashion the

[04:14:00] reasoning of Masters is Guided by intuition their intuition Springs from intense rational Focus the two are fused

[04:14:07] although time is the critical factor in attaining Mastery and this intuitive feel the time we're talking about is not

[04:14:14] neutral or simply quantitative an hour of Einstein's thinking at the age of 16 does not equal an hour spent by an

[04:14:21] average high school student working on a problem in physics it is not a matter of studying a subject for 20 years and then

[04:14:27] emerging as a master the time that leads to Mastery is dependent on the intensity

[04:14:32] of our Focus the key then to attaining this higher level of intelligence is to make our years of study qualitatively

[04:14:39] rich we don't simply absorb information we internalize it and make it our own by

[04:14:45] finding some way to put this knowledge to practical use we look for connections between the various elements we are

[04:14:50] learning hidden laws that we can perceive in the apprenticeship phase if we experience any failures or

[04:14:57] setbacks we do not quickly forget them because they offend our self-esteem instead we reflect on them deeply trying

[04:15:04] to figure out what went wrong and discern whether there are any patterns to our mistake as we progress we start

[04:15:10] to question some of the assumptions and conventions we have learned along the way soon we begin to experiment and

[04:15:16] become increasingly active at all points in the various moments leading to Mastery we attack with intensity

[04:15:22] every moment every experience contains deep lessons for us we are continuously

[04:15:28] awake never merely going through the motions what made Marcel proust's 20 years of apprenticeship qualitatively

[04:15:35] different from those of an ordinary person was the intensity of his attention he did not simply read books

[04:15:40] he took them apart rigorously analyzed them and learned valuable lessons to apply to his own life he did not merely

[04:15:48] socialize he strained to understand people at their core and to uncover their secret motivations he did not

[04:15:54] merely translate but strove to inhabit the mind of Ruskin himself in the end he

[04:16:00] even used the death of his mother to intensify his development with her gone he would have to ride himself out of his

[04:16:06] depression and find a way to recreate the feelings between them in the book he was to write as he later described it

[04:16:12] all of these experiences were like seeds and once he had started his novel he was like a gardener tending and cultivating

[04:16:18] the plants that had taken Roots so many years before like proust you must must also maintain a sense of Destiny and

[04:16:25] feel continuously connected to it you are unique and there is a purpose to your uniqueness you must see every

[04:16:32] setback failure or hardship as a trial along the way as seeds that are being planted for further cultivation no

[04:16:39] moment is wasted if you pay attention and learn the lessons contained in every experience never losing your connection

[04:16:45] to your life's task you will unconsciously hit upon the right choices in your life over time Mastery will come

[04:16:51] to you high level intuition is essentially driven by memory when we take in information of any kind

[04:16:58] we store it in the mnemonic networks in the brain the stability and durability of these networks depends on repetition

[04:17:05] intensity of experience and How Deeply we pay attention if we are half listening to a vocabulary lesson in a

[04:17:11] foreign language we are not likely to retain it on any level but if we are in the country where the language is spoken

[04:17:17] we will hear the same words repeated in context we will tend to pay deeper attention because we need to and the

[04:17:24] memory Trace will be that much more stable people who spend years studying a particular subject or field develop so

[04:17:30] many of these memory networks and Pathways that their brains are constantly searching for and discovering connections between various pieces of

[04:17:37] information when confronted with a high level problem the search goes in a hundred directions below conscious

[04:17:43] awareness Guided by an intuitive sense of where the answer might lie all kinds of networks become activated ideas and

[04:17:50] solutions suddenly rising to the surface those that seem particularly fruitful and appropriate stick in the memory

[04:17:56] interacted upon instead of having to reason an answer through a step-by-step by step process the answer comes to

[04:18:03] Consciousness with a feeling of immediacy the extremely high number of experiences and memory networks that

[04:18:08] become hardwired allow the brains of Masters to explore an area that is so

[04:18:13] wide that it has the dimensions and feel of reality itself of the dynamic this

[04:18:19] high level intuition like any skill requires practice and experience at first our intuitions might be so

[04:18:26] faint that we do not pay attention to them or trust them all Masters talk of this phenomenon but over time they learn

[04:18:32] to notice these rapid ideas that come to them they learn to act on them and verify their validity some lead nowhere

[04:18:40] but others lead to tremendous insights over time Masters find that they can call up more and more of these

[04:18:46] high-level intuitions which are now sparking all over the brain accessing this level of thinking on a more regular

[04:18:52] basis they confuse it even more deeply with their rational forms of thinking understand in the world today the need

[04:18:59] to attain this high level intelligence is more critical than ever before to follow any career path is difficult and

[04:19:06] requires the cultivation of much patience and discipline we have so many elements to master that it can be

[04:19:12] intimidating we must learn to handle the technical aspects the social and political gamesmanship the public

[04:19:18] reactions to our work and the constantly changing picture in our field when we add to this already daunting quantity of

[04:19:26] study the vast amounts of information now available to us and that we must keep on top of it all seems beyond our

[04:19:32] capability more and more people in this overheated environment will increasingly settle on simplified ideas of reality

[04:19:39] and conventional ways of thinking they will fall prey to seductive formulas that offer quick and easy knowledge they

[04:19:46] will lose a taste for developing skills that require time and a resilient ego such people will rail against the world

[04:19:53] and blame others for their problems they will find political justifications for opting out when in truth they simply

[04:19:59] cannot handle the challenges of engaging with complexity and trying to simplify their mental lives they disconnect

[04:20:05] themselves from reality and neutralize all of the powers developed by the human brain over so many millions of years

[04:20:12] this desire for what is simple and easy infects all of us often in ways we are

[04:20:17] mostly unaware of the only solution is the following we must learn how to quiet the anxiety we

[04:20:24] feel whenever we are confronted with anything that seems complex or chaot in our journey from apprenticeship to

[04:20:30] Mastery we must patiently learn the various parts and skills that are required never looking too far ahead in

[04:20:37] moments of perceived crisis we must develop the habit of maintaining our cool and never overreacting if the

[04:20:43] situation is complex and others are reaching for simple black and white answers or for the usual conventional

[04:20:49] responses we must make a point of resisting such a temptation we maintain our negative capability and

[04:20:56] a degree of Detachment what we are doing is gaining a tolerance and even a taste for chaotic moments training ourselves

[04:21:03] to entertain several possibilities or Solutions we are learning to manage our anxiety a key skill in these chaotic

[04:21:09] times to go along with this self-control we must do whatever we can to cultivate a greater memory capacity one of the

[04:21:16] most important skills in our technologically oriented environment the problem that technology presents us is

[04:21:22] that it increases the amount of information at our disposal but slowly degrades the power of our memory to

[04:21:28] retain it tasks that used to exercise the brain remembering phone numbers doing Simple calculations navigating and

[04:21:36] remembering streets in a city are now performed for us and like any muscle the

[04:21:41] brain can grow flabby from disuse to counteract this in our spare time we should not simply look for entertainment

[04:21:47] and distractions we should take up Hobbies a game a musical instrument a foreign language that brings pleasure

[04:21:54] but also offer us the chance to strengthen our memory capacities and the flexibility of our brain in doing so we

[04:22:00] can train ourselves to process large amounts of information without feeling anxious or overtaxed Faithfully pursuing

[04:22:07] this course over enough time we will eventually be rewarded with intuitive powers that whole living breathing

[04:22:13] changing Beast that is our field will become internalized and live within us possessing even a part of such power

[04:22:20] will instantly separate us from all of the others who find themselves overwhelmed and straining to simplify

[04:22:26] what is inherently complex we will be able to respond faster and more effectively than others what seemed

[04:22:32] chaotic to us before will now seem to be simply a fluid situation with a particular Dynamic that we have a feel

[04:22:38] for and can handle with relative ease the return to reality we can identify at

[04:22:43] certain turning points a single ancestor from whom we humans have evolved the first cells simple animals mammals then

[04:22:51] primates since all life forms are ascended from this common beginning they're all interconnected in some way

[04:22:57] and we humans are intimately implicated in this network this is undeniable let

[04:23:03] us call this interrelatedness of Life the Ultimate Reality and in relation to this reality the human mind tends to go

[04:23:10] in one of two directions on the one hand the Mind tends to move away from this interconnectedness and focus instead on

[04:23:17] the distinctions between things taking objects out of their contexts and analyzing them as separate entities at

[04:23:24] the extreme this tendency leads to highly specialized forms of knowledge on the other hand there is the opposing

[04:23:30] tendency of the brain to want to make connections between everything this generally occurs among individuals who

[04:23:36] pursue knowledge far enough that these associations come to life although this tendency is easier to spot in Masters we

[04:23:43] can see in history certain movements and philosophies in which this return to reality becomes widespread in a culture

[04:23:50] part of the zeitz perhaps the greatest example of this was the Renaissance a

[04:23:56] cultural movement for which the ideal was the Universal Man a person who has

[04:24:01] managed to connect all branches of knowledge and approximate the intellectual reach of the Creator

[04:24:06] perhaps today we were witnessing the early signs of a return to reality AE

[04:24:12] Renaissance in modern form in The Sciences the first seeds of this began with Faraday Maxwell and Einstein who

[04:24:19] focused on the relationships between phenomena fields of force instead of individual particles in the larger sense

[04:24:26] many scientists are now actively seeking to connect their various specializations to others for instance how Neuroscience

[04:24:33] intersects so many other disciplines we see signs of this also in the growing interest in theories of complexity

[04:24:39] applied to such disparate Fields as economics biology and computers we can

[04:24:45] see it in the broadening of our thinking to ecosystems as a way to truly conceptualize the dynamic interactions

[04:24:51] in nature we can see it in health and medicine in the same approach many are taking to consider the body as a whole

[04:24:57] this trend is the future because the purpose of Consciousness itself has always been to connect us to reality as

[04:25:04] individuals we can participate in this trend simply by pursuing Mastery in our apprenticeships we naturally Begin by

[04:25:11] learning the parts and making various distinctions the right and wrong way to proceed the individual skills to master

[04:25:18] and their particular techniques the various rules and conventions that govern the group in the creative active

[04:25:24] we begin to melt these distinctions as we experiment with shape and alter these conventions to suit our purposes and in

[04:25:32] Mastery we come full circle returning to a sense of the whole we Intuit and see

[04:25:37] the connections we embrace the natural complexity of life making the brain expand to the dimensions of reality

[04:25:44] instead of shrinking it to the narrowest of specialization this is the inevitable outcome of deep immersion in a field we

[04:25:51] can Define intelligence as moving towards thinking that is more contextual more sensitive to the relationships

[04:25:57] between things think of it this way the ultimate distinction you make is between yourself and the world there is the

[04:26:04] inside your subjective experience and there is the outside but every time you

[04:26:09] learn something your brain is altered as new connections are formed your experience of something that occurs in

[04:26:15] the world physically Alters your brain the boundaries between you and the world are much more fluid than you might

[04:26:20] imagine when you move toward Mastery your brain becomes radically altered by the years of practice and active

[04:26:27] experimentation it is no longer the simple ecosystem of Years Gone by the

[04:26:32] brain of a master is so richly interconnected that it comes to resemble the physical world and becomes a vibrant

[04:26:38] ecosystem in which all forms of thinking associate and connect this growing similarity between the brain and complex

[04:26:45] life itself represents the ultimate return to reality strategies for attaining Mastery the intuitive mind is

[04:26:51] a sacred gift and the rational mind is a faithful servant we have created a society that honors the servant and has

[04:26:58] forgotten the gift Albert Einstein Mastery is not a function of Genius or

[04:27:03] Talent it is a function of time and intense Focus applied to a particular field of knowledge but there is another

[04:27:09] element an X Factor that Masters inevitably possess that seems mystical

[04:27:15] but that is accessible to us all whatever field of activity we're involved in there is generally an

[04:27:20] accepted path to the top it is a path that others have followed and because we are conformist creatures most of us opt

[04:27:27] for this conventional route but Masters have a strong inner guiding system and a high level of self awareness what has

[04:27:35] suited others in the past does not suit them and they know that trying to fit into a conventional mold would only lead

[04:27:41] to a dampening of spirit the reality they seek eluding them and so inevitably

[04:27:46] these Masters as they progress on their career paths make a choice at a key moment in their lives they decide to

[04:27:53] forge their own route one that others will see as unconventional but that suits their own spirit and rhythms and

[04:28:00] leads them closer to discovering the Hidden Truths of their objects of study this key Choice takes self-confidence

[04:28:06] and self-awareness The X Factor that is necessary for attaining Mastery the

[04:28:12] following are examples of this X Factor in action and the Strategic choices it leads to the examples given are meant to

[04:28:18] show the importance of this quality and how we might adapt it to our own circumstances one connect to your

[04:28:25] environment Primal powers the ability to connect deeply to your environment is the most Primal and in

[04:28:31] many ways the most powerful form of Mastery the brain can bring us it applies equally well to the savannas of

[04:28:37] Africa as it does to any modern field or office we gain such Power by first transforming

[04:28:44] ourselves into consummate observers we see everything in our surroundings as a potential sign to interpret

[04:28:50] nothing is taken at face value there are the people with whom we work and interact everything they do and say

[04:28:57] reveal something hidden below the surface we can look at our interactions with the public how they respond to our

[04:29:03] work how people's tastes are constantly in flux we can immerse ourselves in every aspect of our field paying deep

[04:29:09] attention for example to the economic factors that play such a large role we become like the prostian spider sensing

[04:29:16] the slightest vibration on our web over the years as we progress on this path we

[04:29:21] begin to merge our knowledge of these various components into an overall feel for the environment itself instead of

[04:29:28] exerting over taxing ourselves to keep up with a complex changing environment we know it from the inside and can sense

[04:29:34] the changes before they happen for our primitive ancestors there was nothing unconventional in this approach to

[04:29:40] Mastery but for us in our Advanced technological age such Mastery involves

[04:29:45] making an unconventional choice to become such sensitive observers we must not succumb to all of the distractions

[04:29:52] afforded by technology we must be a little primitive the primary instruments that we depend on must be our eyes for

[04:29:58] observing and our brains for analyzing the information afforded to us through various media is only one small

[04:30:05] component in our connection to the environment it is easy to become enamored with the powers that technology

[04:30:10] affords us and to see them as the end and not the means when that happens we connect to a virtual environment and the

[04:30:17] power of our eyes and brains slowly atrophy you must see your environment as a physical entity and your connection to

[04:30:23] it as visceral if there is any instrument you must fall in love with and fetishize it is the human brain the

[04:30:30] most miraculous awe-inspiring information processing tool devised in the known universe with a complexity we

[04:30:36] can't even begin to Fathom and with dimensional powers that far outstrip any piece of technology and sophistication

[04:30:43] and usefulness 2. play to your strengths Supreme Focus there are many paths to

[04:30:50] mastery and if you are persistent you will certainly find one that suits you but a key component in the process is

[04:30:56] determining your mental and psychological strengths and working with them to rise to the level of Mastery requires

[04:31:03] many hours of dedicated focus and practice you cannot get there if your work brings you no joy and you are

[04:31:10] constantly struggling to overcome your own weaknesses you must look deep within and come to an understanding of these

[04:31:16] particular strengths and weaknesses you possess being as realistic as possible knowing your strengths you can lean on

[04:31:23] them with utmost intensity once you start in this direction you will gain momentum you will not be burdened by

[04:31:29] conventions and you will not be slowed down by having to deal with skills that go against your inclinations and

[04:31:35] strengths in this way your creative and intuitive Powers will be naturally awakened it is not simply a question of

[04:31:42] knowing deeply our life's task but also of having a feel for our own ways of thinking and for perspectives that are

[04:31:48] unique to us for instance a deep level of empathy for animals or for certain types of people may not seem like a

[04:31:55] skill or an intellectual strength but in truth it is empathy plays an enormous role in learning and knowledge even

[04:32:02] scientists renowned for their objectivity regularly engage in thinking in which they momentarily identify with

[04:32:08] their subject other qualities we might possess such as a pen chant for visual forms of thinking represent other

[04:32:14] possible strengths not weaknesses the problem is that we humans are deep conformist those qualities that separate

[04:32:22] us are often ridiculed by others or criticized by teachers people with a high visual sense are often labeled as

[04:32:28] dyslexic for example because of these judgments we might see our strengths as disabilities and try to work around them

[04:32:35] in order to fit in but anything that is peculiar to our makeup is precisely what we must pay the deepest attention to and

[04:32:42] lean on in our rise to Mastery Mastery is like swimming it is too difficult to

[04:32:47] move forward when we are creating our own resistance or swimming against the current know your strengths and move

[04:32:52] with them three transform yourself through practice the fingertip feel in

[04:32:58] our daily conscious activity we generally experience a separation between the mind and the body we think

[04:33:04] about our bodies and our physical actions animals do not experience this division when we start to learn any

[04:33:11] skill that has a physical component this separation becomes even more apparent we

[04:33:16] have to think about the various actions involved the steps we have to follow we are aware of our slowness and of how our

[04:33:22] bodies respond in an awkward way at certain points as we improve we have glimpses of how this process could

[04:33:29] function differently of how it might feel to practice the skill fluidly with the mind not getting in the way of the

[04:33:34] body with such glimpses we know what to aim for if we take our practice far enough

[04:33:40] the skill becomes automatic and we have the Sensation that the mind and the body are operating as one if we are learning

[04:33:47] a complex skill such as flying a jet in combat we must Master a series of simple skills one on top of the other each time

[04:33:54] one skill becomes automatic the mind is freed up to focus on The Higher One at the very end of this process when

[04:34:01] there are no more simple skills to learn the brain has assimilated an incredible amount of information all of which has

[04:34:08] become internalized part of our nervous system the whole complex skill is now inside us and at our fingertips we are

[04:34:15] thinking but in a different way with the body and mind completely fused we are

[04:34:20] transformed we possess a form of intelligence that allows us to approximate the instinctual power of

[04:34:26] animals but only through a conscious deliberate and extended practice in our

[04:34:32] culture we tend to denigrate practice we want to imagine that great feats occur naturally that they are a sign of

[04:34:38] someone's genius or Superior Talent getting to a high level of achievement through practice seems so banal so

[04:34:45] uninspiring besides we don't want to have to think of the ten thousand to twenty thousand hours that go into such

[04:34:51] Mastery these values of ours are oddly counterproductive they cloak from us the

[04:34:57] fact that almost anyone can reach such Heights through effort something that should encourage us all it is time to

[04:35:03] reverse this prejudice against conscious effort and to see the powers we gain through practice and discipline as

[04:35:10] imminently inspiring and even miraculous the ability to master complicated skills

[04:35:15] by building Connections in the brain is the product of millions of years of evolution and the source of all of our

[04:35:21] material and cultural Powers when we sense the possible Unity of Mind and Body in the early stages of practice we

[04:35:28] are being guided toward this power it is the natural bent of our brain to want to move in this direction to elevate its

[04:35:34] powers through repetition to lose our connection to this natural inclination is the height of Madness and will lead

[04:35:40] to a world in which no one has the patience to master complex skills as individuals we must resist such a trend

[04:35:47] and venerate the transformative Powers we gain through practice four submit to the other the Inside Out perspective let

[04:35:55] us say we are trying to study and understand a very alien culture to our own for many researchers in such

[04:36:01] circumstances the natural response is to rely on the skills and Concepts they have learned for research purposes this

[04:36:08] would mean studying the people of this culture as closely as possible taking extensive notes and trying to make this

[04:36:14] alien culture fit into the framework already designated by the prevailing theories and Linguistics and

[04:36:19] anthropology doing so such researchers would be rewarded with articles in prestigious journals and solid positions

[04:36:26] within Academia but in the end they would remain on the outside looking in and a good portion of their conclusions

[04:36:33] would simply be confirmations of what they had already assumed so many elements of this culture so different

[04:36:39] from our own would remain unnoticed part of this predilection for the outside perspective originates from a Prejudice

[04:36:45] among scientists studying from the outside many would say preserves our objectivity but what kind of objectivity

[04:36:53] is it when the researcher's perspective is Tainted by so many assumptions in pre-digested theories how much more can

[04:36:59] see by moving inside and participating in this alien culture this does not taint us with subjectivity a scientist

[04:37:06] can participate from within and yet retain his or her reasoning Powers the intuitive and the rational the inside

[04:37:13] perspective in science can easily coexist the same applies to any group of people that we're trying to understand

[04:37:20] the public our audience or clients through continual exposure to people and

[04:37:25] by attempting to think inside them we can gain an increasing sense of their perspective but this requires effort on

[04:37:31] our part our natural tendency is to project onto other people our own beliefs and value systems in ways in

[04:37:38] which we are not even aware when it comes to studying in other culture it is only through the use of our empathic

[04:37:44] powers and by participating in their lives that we can begin to overcome these natural projections and arrive at

[04:37:50] the reality of their experience to do so we must overcome our great fear of the other and the unfamiliarity of their

[04:37:57] ways we must enter their belief and value use systems they're guiding myths their way of seeing the world slowly the

[04:38:05] distorted lens through which we first viewed them starts to clear up going deeper into their otherness

[04:38:11] feeling what they feel we can discover what makes them different and grasp their reality this ability to understand

[04:38:18] From the Inside Out is an essential part of Mastery 5. synthesize all forms of

[04:38:24] knowledge the universal man woman in the Renaissance the ideal was to become the

[04:38:29] Universal Man a person so steeped in all forms of knowledge that his mind grows

[04:38:34] closer to the reality of nature itself and see secrets that are invisible to most people today we might see this

[04:38:41] ideal of unifying knowledge as a romantic dream a quaint relic of the past but in fact the opposite is the

[04:38:48] case and for one simple reason the design of the human brain its inherent need to make connections and

[04:38:54] associations gives it a will of its own although this Evolution might take various twists and turns in history the

[04:39:01] desire to connect will win out in the end because it is so powerfully a part of our nature and inclination aspects of

[04:39:08] Technology now offer unprecedented means to build connections between fields and ideas the artificial barriers between

[04:39:15] the Arts and the Sciences will melt away under the pressure to know and to express our common reality our ideas

[04:39:21] will become closer to Nature more alive and organic in any way possible you

[04:39:26] should strive to be a part of this universalizing process extending your own knowledge to other branches further

[04:39:33] and further out the rich ideas that will come from such a quest will be their own reward