

purpose & profit

目的与利润



Dan Koe

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# Introduction

# 介绍

This is not a practical business book. At least not by what most people deem “practical.” I thought about writing one but soon realized that it would not help you in the slightest. If I were to tell you exactly what to do, some people would do it, fewer would get results, and even fewer would be able to pivot when my map does not directly match up with your territory. You do not have my mind. You do not have my experience. You do not have my thousands of tiny failures that subtly influence my decision-making. That is not arrogance but beauty, because neither do I have your mind, experience, or the failures that make your journey unique enough to succeed.

这不是一本实用的商业书籍。至少不是大多数人认为的

“实用”。我想写一个，但很快意识到它对你一点帮助都 没有。如果我确切地告诉你该做什么，有些人会这样做，得到结果的人会更少，当我的地图与你的领土不直接匹配时，能够旋转的人甚至更少。你没有我的想法。你没有我的经验。你没有我成千上万的小失误，这些失误会微妙地影响我的决策。这不是傲慢，而是美丽，因为我既没有你的思想、经验，也没有让你的旅程变得独特而

成功的失败。

My goal is not to give you actionable steps. My goal is to inject better ideas into your mind that frame how you think about the actions you take. Belief comes before action, and if you don’t have a mind composed of beliefs that nearly guarantee success, you will struggle. But these beliefs can’t be dogmatic. Instead, we need to go meta. I want to provide you with a frame from which you can create your own actionable steps, and when those fail, you will have a mind built to persist and iterate until they don’t.

我的目标不是给你可操作的步骤。我的目标是为你的头 脑注入更好的想法，以确定你对所采取行动的看法。信念先于行动，如果你没有一个由几乎能保证成功的信念组成的头脑，你就会挣扎。但这些信念不能是教条式的。相反，我们需要去元。我想为你提供一个框架，你可以从中创建自己的可操作步骤，当这些步骤失败时，你会有一个坚持和迭代的头脑，直到它们失败。

I do not plan to glorify money. Society has already done

我不打算美化金钱。社会已经做到了

enough of that. But here’s the thing: The answer isn’t to reject money. Money is the lifeblood of society as we know it, and unless you want to hide off in the woods because your perception of money got the better of you, the only option is to merge purpose and profit. If you were fooled into believing abundance is bad and you aren’t supposed to have more than you need, this book may not help you. If you are one of the few with an open mind and your curiosity is piqued, all I ask is that you read this short book in its entirety, twice. Read through once for consumption and a second time for digestion. It is short enough to only take a few reading sessions. Any questions you have will be answered the further you progress and seek to understand.

够了。但问题是：答案不是拒绝金钱。正如我们所知，金钱是社会的命脉，除非你想躲在树林里，因为你对 金钱的看法战胜了你，否则唯一的选择就是将目的和利润结合起来。如果你被愚弄了，相信富足是不好的，你不应该拥有超过你需要的东西，这本书可能对你没有帮助。如果你是为数不多的思想开放的人之一，你的好奇心被激发了，我只要求你把这本小书通读两遍。通读一次供食用，第二次供消化。它足够短，只需要几次阅读。你的任何问题都会随着你的进步和寻求理解而得到回答。

Lastly, this book is for creatives, unfulfilled workers, and those

who fear replacement. People who know they have something more to give the world, but have lost trust in the way they are “supposed” to do things. This book is not meant to be like my others. There is minimal editing or attention put into making things sound fancy. I aim to keep this writing as close to the words my mind wanted to spit out at the time of writing. I am very open to this book being wrong, but no matter the back and forth in my head, I find it silly not to share a perspective that may help another. I hope you enjoy it.

最后，这本书是写给有创造力的人、没有成就感的工人和那些害怕被取代的人的。那些知道自己有更多东西可以奉献给世界，但对自己“应该”做事的方式失去信任的人。这本书不应该像我的其他书一样。很少有人编辑或关注让事情听起来很花哨。我的目标是让这篇文章尽可能接近我在写作时想要吐出的单词。我对这本书的错误持开放态度，但无论我脑子里有什么想法，我都觉得不分享一个可能对他人有帮助的观点是愚蠢的。我希望你喜欢它。



# The Truth About Jobs

# 关于工作的真相

We have been conditioned since birth to work for everyone but ourselves. While they taught us our ABCs, they silently encoded a deeper lesson: Your purpose is to build their dreams, not your own. From cradle to grave, you are given assignments that lead you down a known path, not a new one. You work on these assignments without struggle or conscious thought, leading to a mechanical and replaceable role in a society filled to the brim with people who try to prove their happiness to hide their internal misery. You don’t know any better because all you know is what you’ve been told.

我们从出生起就习惯于为每个人工作，除了我们自己。

当他们教我们ABC时，他们默默地编码了一个更深层次 的教训：你的目的是建立他们的梦想，而不是你自己的。从摇篮到坟墓，你被赋予的任务会引导你走上一条已知的道路，而不是一条新的道路。你在没有挣扎或有意识思考的情况下完成这些任务，在一个充斥着试图证明自己幸福以掩盖内心痛苦的人的社会中，你会扮演一个机械的、可替代的角色。你什么都不知道，因为你只知道别人告诉你的。

You are told to learn things you don’t care about to complete projects you don’t care about to prepare yourself for a life you don’t care about. Before you know it, you are trapped

你被告知要学习你不关心的东西，完成你不关心项目，为你不关心生活做好准备。不知不觉中，你被困住了

in a dense cloud of responsibilities. The resources—time, energy, and money—that could be used to change your life are exhausted like clockwork so you have no choice but to remain a useful worker as society’s plan for you intended.

责任重重。可以用来改变你生活的资源——时间、精力和金钱——像钟表一样耗尽了，所以你别无选择，只能按照社会对你的计划，继续做一名有用的工人。

If you hate your work, and it comprises one third of your life, and it drains your energy to enjoy the other third, and you are asleep the other third, there doesn’t seem to be a higher priority than to create, build, design, write, sell, invest, own, experiment, and discover a way to control what you do with your day.

如果你讨厌你的工作，它占了你生活的三分之一，它消耗了你享受另三分之一的精力，而你在另三分之三的时间里睡着了，那么似乎没有什么比创造、建造、设计、写作、销售、投资、拥有、实验和发现一种控制你一天所做事情的方法更重要的了。

A job is some unpleasant work you do for someone else for the sole purpose of making money. A job is a survival mechanism. A job is one milestone on the path to living up to those who shaped your mind. A job is similar to schools from the perspective that good marketing can make up for a bad product. After centuries of failing to get results,

they’re still alive and well for the simple reason that very few people go through the trouble of thinking for themselves. Most people do what most people do. Most people aren’t okay with getting the same results as most people, but by the halfway point, it’s incredibly difficult to escape.

工作是你为了赚钱而为别人做的一些不愉快的工作。 工作是一种生存机制。工作是通往不辜负那些塑造你思想的人的道路上的一个里程碑。从好的营销可以弥补坏产品的角度来看，工作类似于学校。在几个世纪没有取得成果之后，他们仍然活得很好，原因很简单，很少有人会自己思考。大多数人都会做大多数人做的事情。大多数人都不同意得到与大多数人相同的结果，但到了一半的时候，很难逃脱。

A career is a commitment to development in your work. A career demands that you pursue a hierarchy of challenging职业是对工作发展的承诺。职业要求你追求具有挑战性的层次结构

roles and tasks. Psychologically, this brings long-term order and clarity to your mind. With each level of challenge, life becomes more complex and interesting. New paths for knowledge and skill acquisition become apparent. A career is extended schooling. If you want to progress further in a career, to an extent, you need to have your life together.

角色和任务。从心理上讲，这会给你的头脑带来长期的秩序和清晰度。随着挑战的增加，生活变得更加复杂和有趣。获得知识和技能的新途径变得明显。职业生涯是延长的学校教育。如果你想在职业生涯中取得更大的进步，在某种程度上，你需要共同生活。

A calling is work you can’t pull yourself away from and others can’t help but pay you for. A calling can’t be assigned to you. A calling cannot be pursued under the orders of another. A calling cannot be defined by a set amount of working hours because your mind is always working on it. A calling is found at the point where improvement turns into obsession. A calling is something others won’t understand. Something that must be cared for, protected, and maintained by the one pursuing it, like a gift that others could accidentally steal.

召唤是你无法摆脱的工作，别人忍不住会付钱给你。无 法为您分配呼叫。一个召唤不能在另一个的命令下进行。一种召唤不能用固定的工作时间来定义，因为你的头脑总是在努力。一种召唤是在进步变成痴迷的时候发现的。

召唤是别人无法理解的。追求它的人必须关心、保护和维护的东西，比如别人可能会意外偷走的礼物。

A job is not a career or calling, but a career and calling are both jobs. A career is not a calling, but a calling is a career. Jobs are great for young people who don’t know what they want or simply need to survive. Careers are great for those who want a bit more satisfaction in life, because they understand the need for challenging work as a forcing function for self-development. A calling is for those who know they are meant for more. The select few who are willing to take the plunge into the unknown and take full responsibility for the outcome

工作不是职业或职业，但职业和职业都是工作。事业不是使命，但使命就是事业。工作对那些不知道自己想要什么或只是需要生存的年轻人来说是件好事。对于那些希望在生活中获得更多满足感的人来说，职业是很好的，因为他们明白挑战性工作的必要性是自我发展的一种强制功能。召唤是给那些知道自己注定要得到更多的人的。少数愿意冒险进入未知领域并对结果负全部责任的人

of their life.

他们的生活。

It’s a sad reality that the term work is now perceived as a curse. When the average person thinks about work, their mind floods with familiar pasts and predictable futures of stress, overwhelm, and anxiety. When you are at work for too long, you crave to be at rest. When you are at rest for too long, you crave to be at work. A disastrous cycle of never feeling like you are where you want to be. Your mind is anywhere but the present moment. People dream of the perpetual vacation we call retirement, but once they achieve that delusion, it normalizes, as everything does. Within a few weeks, you can’t help but want to balance being with doing.

令人痛心的现实是，工作一词现在被视为一种诅咒。当普通人想到工作时，他们的脑海中充斥着熟悉的过去和可预测的压力、压力和焦虑的未来。当你工作的时间太长，你渴望休息。当你休息的时间太久，你渴望工作。这是一个灾难性的循环，你永远不会觉得自己在你想去的地方。你的头脑除了当下，什么地方都有。人们梦想着我们称之为退休的永久假期，但一旦他们实现了这种妄想，它就会像一切一样正常化。在几周内，你忍不住想平衡生活和行动。

We work and work and work until we earn enough to rest, all to find ourselves unsatisfied with how much we have and how little we are. We drown in survival mode. We never succeed in seeing beyond the responsibilities we were assigned and accepted without question. Wake up, go to work, deal with the boss, eat convenient foods because you don’t have the time, skip the good habits you promised yourself you would do because you don’t have the energy, watch your life slowly crash as your mind, body, and relationships unravel into chaos, and do nothing about it because it’s the only life you know.

我们不断地工作，直到我们挣到足够休息的钱，所有 这些都让我们发现自己对自己有多少和有多少都不满意。我们淹没在生存模式中。我们从来没有成功地超越我们被分配和毫无疑问地接受的责任。醒来，去上班，和老板打交道，吃方便的食物，因为你没有时间，跳过你答应自己要做的好习惯，因为你没精力，看着你的生活慢慢崩溃，因为你的思想、身体和人际关系 陷入混乱，什么都不做，因为这是你唯一知道的生活。

Realize that work is a necessary part of life. Work is energy 要意识到工作是生活中不可或缺的一部分。工作就是能量

invested in solving a problem. Humans love to solve problems, but not just any problem, problems we deem meaningful and interesting. The right problems narrow our attention and allow us to forget our worries. The wrong problems enslave our attention and amplify our worries. The difference between the two is that one is chosen, and the other is assigned. Problems are the limits on your mind and potential. Once solved, they allow for growth, expansion, and evolution.

投资于解决问题。人类喜欢解决问题，但不仅仅是任何问题，我们认为有意义和有趣的问题。正确的问题会缩小我们的注意力，让我们忘记忧虑。错误的问题束缚了我们的注意力，放大了我们的担忧。两者之间的区别在于，一个被选择，另一个被分配。问题是你头脑和潜力的极限。一旦解决，它们就允许增长、扩张和进化。

Purpose does not exist without problems. They are bound by relationship. Your purpose is the inception of your suffering, and you have the option to choose what you suffer for. In a society that takes advantage of and turns us against our problem-solving nature, it only makes sense to create work that doesn’t feel like work no matter the difficulty of that grand task.

目的并非没有问题。他们被关系所束缚。你的目的是你痛苦的开始，你可以选择你痛苦的原因。在一个利用并反对我们解决问题的天性的社会中，无论这项艰巨任务有多困难，创造一份感觉不像工作的工作都是

有意义的。

There is this unconscious stigma that it is bad to make money. When you express your desire to earn more, a feeling of guilt springs up as if it is something you aren’t supposed to do. The pursuit of money almost always starts as superficial. That doesn’t mean it’s a bad thing to do. It may be the only way to expose yourself to the depth of life; you can’t start digging anywhere else but the surface.

有一种无意识的污名，认为赚钱是不好的。当你表达想要赚更多钱的愿望时，一种罪恶感就会油然而生，仿佛这是你不应该做的事情。对金钱的追求几乎总是从表面开始的。这并不意味着这是一件坏事。这可能是让自己深入生活的唯一途径；除了地表，你不能在其他地方开始挖掘。

Like lifting weights, you start for the vanity, stay for the

就像举重一样，你开始是为了虚荣，留下来是为了

therapy, and cultivate a philosophical sense of mastery behind the pursuit. When it comes to money, you don’t start making more because you want to change the world. You start because you want to survive. Once that purpose is actualized, you make more because you want to be accepted and perceived as valuable. Only once that next level of purpose is actualized is your mind developed enough to care about creativity or contribution to humanity. That is to say, your journey from job to career to calling will not be one without mistakes and ego, and that’s okay. It isn’t supposed to be any other way, and you will experience significant emotional backlash if you try to skip steps. At the start, you create to make money. In the end, you make money to create.

治疗，培养追求背后的哲学精通感。说到钱，你不会因为想改变世界而开始赚更多的钱。你开始是因为你想生存。一旦这个目标实现了，你就会赚更多，因为你想被接受并被视为有价值的。只有当下一个目标实现时，你的思维才能发展到足够关心创造力或对人类的贡献。也就是说，你从工作到事业再到打电话的旅程不会没有错误和自我，这没关系。这不应该是任何其他方式，如果你试图跳过步骤，你会经历严重的情绪反弹。一开始，你创造是为了赚钱。最终，你通过创造来赚钱。

Material is a portal into the immaterial. Most people reject the pursuit of material objects because they can’t see beyond the material object. Someone can buy a fancy car on impulse, but

they can also grow to become obsessed with the depth of the car itself. They can study its parts, be introduced to new paths, turn it into a career, and use it as a vessel into the unknown.

物质是通向非物质的门户。大多数人拒绝追求物质对象，因为他们看不到物质对象之外的东西。有人可以冲动地 买一辆豪华车，但他们也可能对汽车本身的深度着迷。他们可以研究它的各个部分，被介绍到新的道路上，把它变成一种职业，并把它当作通往未知的船只。

Someone can start a business in the pursuit of status and money, but that same business can introduce them to the depth of skill, the success of their customers, and the inner workings of their mind required to run that business.

有人可以为了追求地位和金钱而创业，但同样的企业可以向他们介绍经营该企业所需的技能深度、客户的成功以及他们内心的运作方式。

All pursuits are materialistic until a philosophical sense of mastery is formed, even the most “spiritual” pursuits. Then, it becomes your vehicle into the unknown. A vessel to expand and evolve. Like a relationship, you are attracted by their looks and are only then introduced to the depth of their being. Looks, in all domains of life, are as important as depth. But most people fear what lies beneath, so they bounce around on the surface, distracted by anything that allows them to forget their pain.

所有的追求都是唯物主义的，直到形成一种哲学上的掌握感，即使是最“精神”的追求。然后，它就变成了你进入未知世界的车辆。一艘扩张和进化的船。就像一段关系一样，你被他们的外表所吸引，然后才被他们的存在所吸引。在生活的各个领域，外表与深度同样重要。但大多数人害怕下面的东西，所以他们在表面上蹦蹦跳跳，被任何能让他们忘记痛苦的东西分心。



**Employment vs Entrepreneurship就业与创业**

I am going to make a strong prediction here, which may come too early in this book. I do not intend for it to be interpreted as fear mongering. In fact, I intend for it to be one of the most empowering statements. Here it goes: The future of work will consist mostly of entrepreneurs, specifically creators, and if not entrepreneurs, elite employees who have the traits of entrepreneurs in increasingly rare positions. The “entry level” is going extinct. This leaves individuals with two options: rely on government support for a basic income with a marginal possibility of living a good life because your mind is controlled by those who it is dependent on or take full

responsibility for your future and become an entrepreneur.

我将在这里做出一个强有力的预测，这在本书中可能来得太早。我不打算将其解释为散布恐惧。事实上，我打算将其作为最有力的声明之一。事情是这样的：未来的 工作将主要由企业家组成，特别是创造者，如果不是企业家，也包括精英员工，他们在越来越罕见的职位上具有企业家的特质。“入门级”正在灭绝。这给个人留下了两个选择：依靠政府支持获得基本收入，过上美好生活的可能性很小，因为你的思想是由那些依赖你或对你的未来负全部责任并成为企业家的人控制的。

In fact, this was a prime driver behind this writing. With endless headlines about job replacement and artificial intelligence matching human capabilities, the future of work is a dark and unknown place. But with this book, I hope to change your viewpoint on that. I hope to equip you with a mind that can adapt, perceive, think, and thrive no matter what the near and far future may hold. Let’s begin.

事实上，这是这篇文章背后的主要驱动力。随着关于工作替代和人工智能与人类能力相匹配的头条新闻层出不穷，工作的未来是一个黑暗而未知的地方。但通过这本书，我希望改变你对这一点的看法。我希望让你拥有一个能够适应、感知、思考和茁壮成长的头脑，无论远近的未来会发生什么。我们开始吧。

It’s unfortunate that “entrepreneurship” and “business” have become dirty words with immature meanings. One mention of them and most people shut off their minds and allow their thoughts to be manhandled by their programming; beliefs they failed to question. Beliefs that entrepreneurship is only for talented or special people. Beliefs that business is complicated, requires a lot of upfront money, or is some kind of industry filled with unethical people. Because of this, we must start by redefining entrepreneurship.

不幸的是，“创业”和“商业”已经变成了含义不成熟的脏话。一提到他们，大多数人就会关闭自己的思维，让

他们的想法被他们的程序所操纵；他们没有质疑的信念。认为创业只适合有才华或特殊的人。认为商业是复杂的，需要大量的前期资金，或者是一个充满不道德的人的行业。因此，我们必须从重新定义创业开始。

The difference between an employee and entrepreneur is the difference between low agency and high agency. In this context, high-agency individuals are those who create their own goals and actively pursue them without permission from another. Low-agency individuals are those who are assigned goals and pursue them because they don’t have a mind that allows them to see any other option. True agency can only be developed when you blame yourself for every problem, even when you’re not at fault.

员工和企业家之间的区别就是低代理和高代理之间的 区别。在这种情况下，高代理个人是指那些创造自己的目标并在未经他人许可的情况下积极追求这些目标的人。低代理个体是指那些被分配目标并追求目标的人，因为他们没有一个让他们看到任何其他选择的头脑。只有当你为每一个问题责怪自己时，真正的代理才能发展起来，甚至

当你没有错的时候。

When we are young, we have little to no control what purpose is assigned to us. And if we don’t have high-agency parents who also understand how the mind works, we become subservient to the dominant paradigm. In this case, that’s going to school, getting a job, and retiring at some age with far less than what you were promised.

当我们年轻的时候，我们几乎无法控制分配给我们的目标是什么。如果我们没有也了解大脑如何运作的高代理父母，我们就会屈从于主导范式。在这种情况下，那就是上学、找工作，并在某个年龄退休，而你的收入远远低于承诺。

Most children are plopped in front of a government-trained expert for hours each day soaking in information with the sole purpose of becoming a useful worker. This is not up for debate. The school system serves that which created it: the state. The way you serve the state is by becoming a useful worker, paying your taxes, and obeying the rules like you always have.

大多数孩子每天都要在政府培训的专家面前呆上几个小时，沉浸在信息中，唯一的目的就是成为一名有用的工人。这一点不容争辩。学校系统服务于创造它的

人：国家。你为国家服务的方式是成为一名有用的工人，纳税，像往常一样遵守规则。

Now, this is not all bad. It’s necessary in many cases. An interest-based self-education is a freeing path, but unless accounted for, things like grammar, writing, and other useful things taught in schools may be skipped over. Many useful workers can live great lives, but I’m not speaking to them. I’m speaking to my past self. The kid who knew he was meant for more and couldn’t stand the thought of an average life.

现在，这并不都是坏事。在许多情况下，这是必要的。基于兴趣的自我教育是一条自由之路，但除非考虑在 内，否则学校教授的语法、写作和其他有用的东西可能会被跳过。许多有用的工人可以过上美好的生活，但我不是在跟他们说话。我在和过去的自己说话。这个孩子知道自己注定要过更多的生活，无法忍受普通 人的生活。

It is impossible to form an accurate opinion of that which you have not experienced. The same holds true for business and

entrepreneurship. By closing your mind to the possibility of creating your own work, you close your mind to discovering your calling. You close yourself off from creating the work from which you can tap into as a source of happiness.

People climb the ladders placed in front of them because their mind craves challenge. It’s rewarding, but you can only climb so high. The challenge will cease to exist unless you take the first step to forging your own path. People

不可能对你没有经历过的事情形成准确的看法。这同样适用于商业和

创业。通过关闭你的思维，不去思考创造自己作品的可能性，你就关闭了你的思维去发现你的使命。你把自己封闭在创造可以作为幸福来源的工作之外。

I see assignments from the default path—like schools and jobs—as a stepping-stone. They are useful for skill acquisition, status, and exposure to people, ideas, or interests that can shape your future. My problem with them is that they breed complacency and are dangerous for your psyche. They go against your nature of needing uncertainty, challenge, and constant improvement to thrive.

我将默认路径上的作业（如学校和工作）视为垫脚石。它们有助于获得技能、地位，以及接触可以塑造你未 来的人、想法或兴趣。

我对他们的问题是，他们滋生自满情绪，对你的心理是危险的。它们违背了你需要 不确定性、挑战和不断改进才能茁壮成长的天性。

inherently know that challenges make life interesting, so they pursue more, but once they reach their limits, they begin justifying their newfound comfort with statements like, “I just like the stability of a job.” Then and there, your calling disappears. You eliminate the possibility of further novel challenge. That is dangerous.

人们爬上放在他们面前的梯子，因为他们的头脑渴望挑 战。这是有益的，但你只能爬这么高。除非你迈出第一步，开辟自己的道路，否则挑战将不复存在。

人们天生就知道挑战会让生活变得有趣，所以他们会追求更多，但一旦达到极限，他们就会开始用“我只是喜欢工作的 稳定性”这样的陈述来证明他们新发现的舒适感。然后，你的使命就消失了。你消除了进一步提出新挑战的可能性。这很危险。

Without a challenging, self-generated goal that expands your mind in something as important and life-determining as your work, you drastically slow self-development and throttle your

impact, because other domains of your life can only advance as high as your ability to contribute to others through your work. Work, for most people, consumes one- third of their life. If that massive chunk of time is spent in stagnation, stability, and comfort—while also considering how much the effect of your work spills over into every single area of your life—your decline into chaos is inevitable, and you will have difficulty solving that problem, because you are not an entrepreneur.

如果没有一个具有挑战性的、自我生成的目标来扩展你 的思维，让你专注于像工作这样重要和决定人生的事情，你就会大大减缓自我发展，限制你的

影响，因为你生活的其他领域只能随着你通过工作为他人做出贡献的能力而发展。对大多数人来说，工作消耗了他们三分之一的生命。如果这一大块时间花在停滞、稳定和舒适中，同时考虑到你的工作对你生活的每一个领域的影响有多大，那么你陷入混乱是不可避免的，你将很难解决这个问题，因为你不是企业家。

If you halt your personal evolution by never pursuing something more, you lose purpose, meaning, and fulfillment. This isn’t about achieving a final goal that allows you to opt out of work for the remainder of your life, as that is an impossible delusion that leaves you empty. This is about falling in love with the endless string of problems that expand your circle of concern—from self to others to world to universe—and expand your complexity of self, allowing you to perceive and enjoy the finer things in life. With every problem solved, you increase the

potential of unlocking your next layer of evolution. Your mind expands. Your identity expands. Your skill set expands to help more people solve the problems that prevent their own evolution.

如果你停止个人进化，不再追求更多，你就会失去目 的、意义和满足感。这不是为了实现一个最终目标，让你在余生中选择不工作，因为这是一种不可能的妄想，让你空虚。这是关于爱上一系列无穷无尽的问题，这些问题扩大了你的关注范围——从自我到他人，从世界到宇宙——并扩大了你对自我的复杂性，让你能够感知和享受生活中更美好的事物。每一个问题都解决了，你就增加了解锁下一层进化的潜力。你的思维开阔了。你的身份扩展。你的技能扩展到帮助更多的 人解决阻碍他们自身进化的问题。

Entrepreneurship is the only logical option for long-term thinkers.

Entrepreneurship is the path of uncertainty, like slashing your way through a dangerous jungle. You are

required to learn skills that aren’t taught in schools. You are required to be okay with failure, rejection, and slow progress. You are required to learn from your mistakes, show up again tomorrow, and push until you strike gold.

创业是长期思考者唯一合乎逻辑的选择。创业是一条 充满不确定性的道路，就像在危险的丛林中奋力前行。你是需要学习学校不教的技能。你需要接受失败、拒绝和缓慢的进展。你需要从错误中吸取教训，明天再次出现，并努力争取金牌。

This isn’t an argument against jobs or employment. This is an argument for knowing when to evolve your work because it will inevitably lose novelty, progression, and everything else that makes life worth living. If you are wondering where your child-like zest for life went after the progression of your schooling ended, now you know. Being an entrepreneur is hard, but being an eternal employee is harder. Not because of the work, but because of the mind. Self-development is a gateway drug into entrepreneurship because it teaches you that improving others is the next level of improving yourself.

这不是反对工作或就业的论点。这是一个关于知道何时改进你的工作的论点，因为它不可避免地会失去新颖性、进步性和其他一切让生活有价值的东西。如果你想知道，在你的学业结束后，你孩子般的生活热情去了哪里，现在你知道了。成为一名企业家很难，但成为一名永恒的员工更难。不是因为工作，而是因为思想。自我发展是创业的入门药，因为它告诉你，改

善他人是改善自己的下一个层次。

“Employee” and “entrepreneur” are not titles, they are states of mind. They aren’t a role you play, but who you are.

Employees are rather passive individuals who are told what to learn and work on.

Entrepreneurs are assertive individuals who set their own or adopt a shared vision, learn by their own curiosity, and create solutions to the problems of life, pushing humanity forward by distributing empowering products and services.

As an entrepreneur, the problems are not defined. You must be in a constant state of movement and let your path reveal them.

“员工”和“企业家”不是头衔，而是心态。他们不是你扮演的角色，而是你是谁。员工是相当被动的人，他们被告知要学习和做什么。企业家是自信的人，会设定自己的或采用共同的愿景，通过自己的好奇心学习，并为生活问题创造解决方案，通过分发赋权产品和服务推动人类前进。作为一名企业家，问题尚未明确。你必须处于一种持续的运动状态，让你的道路揭示它们。

Employees are not always entrepreneurs, but entrepreneurs can be employees. Since entrepreneurship is a state of mind, you can have a job and still cultivate a sense of agency. The fundamental understanding is that you, as a developing individual, will eventually have to continue down the unfolding of evolution, and that will demand that you leave, change, or create your work when you have exhausted the level of purpose you can attain. The evolution of your work is a direct reflection of building your vision. Sometimes that entails working at a job you hate, at a startup you love, or on a little creative side project, as long as they fuel your vision.

员工并不总是企业家，但企业家也可以是员工。因为 创业是一种心态，你可以有一份工作，同时还能培养一种代理感。基本的理解是，作为一个发展中的个体，你最终将不得不继续进化的展开，这将要求你在达到你能达到的目标水平时离开、改变或创造你的工作。你工作的演变是建立你的愿景的直接反映。有时，这需要在你讨厌的工作中工作，在你喜欢的初创公司工作，或者在一个小的创意副项目上工作，只要它们能 激发你的愿景。

Stop thinking of entrepreneurship as an unachievable goal reserved for those who want to work long hours to make a pipedream reality. The entire purpose of entrepreneurship is to have full control over your earnings, lifestyle, and

suffering by creating solutions to problems.

Even when the future of work seems uncertain, true entrepreneurship— creative adaptability to any problem or opportunity—will never go out of style, because problems never go away. The future holds a set of problems that we can’t even fathom yet. That should feel liberating.

不要把创业看作是那些想长时间工作以实现梦想的人 无法实现的目标。创业的全部目的是通过创造问题的解决方案来完全控制你的收入、生活方式和痛苦。即使工作的未来似乎不确定，真正的创业精神——对任何问题或机会的创造性适应能力——也永远不会过时，因为问题永远不会消失。未来有一系列我们甚至无法 理解的问题。这应该让人感到解放。

If you don’t want to work long hours, solve the problem of prioritization. If you like the “stability” of a job, solve the problem of self-management. If you don’t like the way you如果你不想长时间工作，解决优先级问题。如果你喜欢工作的“稳定性”，解决自我管理的问题。如果你不喜欢你的方式

look, solve the problem of perception or health. If you don’t enjoy your current state of mind, create a solution that allows you to sustainably occupy a new one. These are lofty goals, yes, but if you solve them, you increase your earning capacity with experience, status, and creativity because they force you out of a mindless bubble of comfort.

看，解决感知或健康问题。

如果你不喜欢你目前的心态，那就创造一个解决方案，让你可持续地占据一个新的心态。是的，这些都是崇高的目标，但如果你解决了它们，你就可以通过经验、地位和创造力来提高你的赚钱能力，因为它们迫使你走出一个无意识的舒适泡沫。

Entrepreneurs who lack fulfillment aren’t entrepreneurs. They may seem like it in their work, but they have the mind of an employee. They are employees to an invisible employer— residue from their programming—that secretly planted a new goal in their head that shapes their ability to identify and solve the right problems. If the entrepreneur could gain awareness of their lack of fulfillment by reorienting their mind, they would be able to solve that problem as they now have awareness of it.

缺乏成就感的企业家不是企业家。他们在工作中可能看起来像这样，但他们有员工的头脑。他们是一个无形雇主的雇员——这是他们编程的残余——在他们的头脑中秘密植入了一个新的目标，塑造了他们识别和解决正确

问题的能力。如果企业家能够通过重新定位自己的思维来意识到自己缺乏成就感，他们就能像现在意识到的那样解决这个问题。

Start thinking of entrepreneurship as other-development, the next logical step after self-development begins. To become valuable, you find purpose in solving the problems that limit your potential. To earn a living from that value, you distribute the solution to your problems to those who suffer from the same. Entrepreneurship is how you contribute to the evolution of humanity, live in accordance with nature, and fulfill your need to survive in a meaningful manner. Those who think we will ever live in a post-survival era are deluded.

开始将创业视为其他发展，自我发展后的下一个合乎 逻辑的步骤开始了。为了变得有价值，你会找到解决限制你潜力的问题的目的。为了从这种价值中谋生，你将问题的解决方案分配给那些遭受同样痛苦的人。

创业是你如何为人类的进化做出贡献，按照自然生活，并以有意义的方式满足你的生存需求。那些认为我们 将永远生活在后生存时代的人被蒙蔽了。

The secret is to cultivate a skillset and mindset so impactful to your life that you can’t help but share it with others. You solve your own problems, share the solution that changed your life, and improve humanity as a result. That’s the definition of entrepreneurship (in my humble opinion).

**秘诀在于培养一种对你的生活如此有影响力的技能和心态，以至于你忍不住要与他人分享。你解决自己的问题，分享改变你生活的解决方案，从而改善人性。这就是创业的定义（依我拙见）。**

Entrepreneurship is an extension of yourself. It is the distribution of your value. It is your connection to something greater. It is your vessel into the unknown. It is your filter for distraction. It is your protection against replacement. It is in your nature to create, give, and survive. Your ancestors were entrepreneurs, but they didn’t need a label to do what was in their blood. They each served a role within their tribes, communities, and cultures that gave them purpose. Even if money as we know it wasn’t a thing, they created a meaningful life by cultivating value and distributing it in return for another form of value or profit.创业是你自己的延伸。这是你价值的分配。这是你与更伟大事物的联系。这是你通往未知的船。它是你分心的过滤器。这是对您的保护，防止更换。创造、给予和生存是你的天性。你的祖先是企业家，但他们不

需要一个标签来做他们血液中的事情。他们每个人都在自己的部落、社区和文化中发挥了作用，赋予了他们目标。即使我们所知道的金钱不是一件东西，他们也通过培养价值并将其分配以换取另一种形式的价值或利润来创造有意义的生活。

Employment isn’t our natural state. Your psyche is wired to hunt, but physical threats aren’t an issue anymore. The real threats of today’s world are psychological and spiritual. A mental game. We are built for survival, but the question is no longer how to survive; the question is how we evolve beyond and integrate our survival to make life meaningful. That is the goal of this book.

就业不是我们的自然状态。你的心理与狩猎有关，但身体威胁不再是问题。当今世界的真正威胁是心理和精神上的。一场心理游戏。我们生来就是为了生存，但问题不再是如何生存；问题是我们如何超越并整合我们的生存，使生活有意义。这就是本书的目标。

Nobody wants to be a monkey in a cubicle. And I believe deep down everyone feels that pull to achieve something greater. But the longer you suppress that pull, the longer you live in the known where few discoveries can be made. You get bored, depressed, and see life as meaningless because the only novelty you get is from superficial sources.

You never take risks, push into the unknown, and discover new knowledge, tools, and potentials that send a signal of meaning to your core.

没有人想当小隔间里的猴子。我相信，在内心深处，每个人都能感受到实现更大目标的吸引力。但是，你抑制这种拉力的时间越长，你在已知的很少有发现的地方生活的时间就越长。你会感到无聊、沮丧，认为生活毫无意义，因为你得到的唯一新鲜感来自肤浅的来源。你从不冒险，深入未知，发现新的知识、工具和潜力，这些都会向你的核心发出有意义的信号。



**The Unignorability of**

**Money**

# 货币的唯一性

The fastest way to **stunt your growth** is to demonize money. That is, to view money for something that it is not. This is difficult to do because many people are unaware that their perception of money is the result of social conditioning, but we’ll get to that. For now, we need to define what money is, why it controls so many people’s lives, and how to approach money now and going into the future where money may take a completely different shape.

阻碍你成长的最快方法就是妖魔化金钱。也就是说，用金钱来看待它不是的东西。这很难做到，因为许多

人不知道他们对金钱的看法是社会条件作用的结果，但我们会明白的。现在，我们需要定义什么是货币，为什么它控制着这么多人的生活，以及如何处理现在和未来的货币，在未来，货币可能会采取完全不同的形式。

Money decomposes into currency and capital. Currency is a medium of exchange. Capital is a store of value. Since this book isn’t about investing or money management, we’re going

货币分解为货币和资本。货币是一种交换媒介。资本是一种价值储存手段。由于这本书不是关于投资或资金管理的，我们将

to focus on money as currency because the typical dollar we are accustomed to is a rather poor store of value. In that sense, money is a neutral measure of value sitting between a person and a good or service. When money gets put into a person’s hands, the perception of value increases or decreases according to the good or service it is being exchanged for.

关注货币作为货币，因为我们习惯的典型美元是一种相当糟糕的价值储存手段。从这个意义上说，金钱是介于一个人和一种商品或服务之间的中性价值衡量标准。当钱落入一个人手中时，对价值的感知会根据它所交换的商品或服务而增加或减少。

How you perceive something as valuable depends on the problems and goals that frame your mind. If you struggle with relationships, and your goal is marriage, you will see the value in a niche dating service, presentable clothes, and a curated bouquet of flowers. Someone who is already married or doesn’t care for a relationship may not be willing to spend their money on the same things. On the other hand, a monk in a monastery and a businessman on a yacht have different wants that shape what they are willing to purchase. The lesson here is that problems, and therefore your perception of value and money, evolve as you develop certain domains of your life.

你如何看待有价值的东西取决于你头脑中的问题和目

标。如果你在人际关系中挣扎，而你的目标是婚姻，你会看到小众约会服务、得体的衣服和精心策划的花束的价值。已经结婚或不关心恋爱关系的人可能不愿意把钱花在同样的事情上。另一方面，修道院里的僧侣和游艇上的商人有不同的需求，这塑造了他们愿意购买的东西。这里的教训是，问题，以及你对价值和金钱的看法，随着你发展生活的某些领域而演变。

Everything starts to go wrong when people are not developed in the financial or psychological domains of their life. People tend to project their beliefs and insecurities on money— absolving themselves of blame—rather than fixing the root problems that led to their dysfunction that may be able to be helped by money. Little do they know, those beliefs and insecurities are not permanent—problems are soluble—and

they were probably passed down to them from their parents, teachers, and society at large. Most people who demonize money without critical thought are often not in control of their own mind.

当人们在生活的财务或心理领域没有得到发展时，一切都会开始出错。人们倾向于将他们的信仰和不安全感投射到金钱上——免除自己的责任——而不是解决导致他们功能障碍的根本问题，而这些问题可能会得到金钱的帮助。他们几乎不知道，这些信念和不安全感不是永久的——问题是可以解决的——而且

他们可能是从父母、老师和整个社会传下来的。大多数没有批判性思维就妖魔化金钱的人往往无法控制自己的思想。

These people are the same ones who despise the leaders of large corporations. They do mental gymnastics to avoid confronting the fact that they got to that point by providing goods or services that provide at least some kind of value to humanity. Some of that value is contrived, yes, but not all of it. That alone should be proof enough that money can be used for and generated from something purposeful. These people are also the ones who say they support independent creators but turn on them the minute they try to earn a living from their creations. What used to be a supportive friend or follower quickly turns into a rage- filled creature who will not back down until you conform. They want individuals and businesses to provide free products or services and only rely on charitable donations to stay afloat. It seems like the power they despise from others is a signal of their own lack.

这些人就是那些鄙视大公司领导者的人。他们做心理体操是为了避免面对这样一个事实，即他们是通过提

供至少为人类提供某种价值的商品或服务来达到这一点的。是的，其中一些价值是人为的，但并非全部。仅此一点就足以证明金钱可以用于有目的的事情并从中产生。这些人也说他们支持独立创作者，但在他们试图靠自己的创作谋生的那一刻就背叛了他们。曾经是一个支持你的朋友或追随者的东西很快就会变成一个充满愤怒的生物，除非你顺从，否则它不会退缩。他们希望个人和企业提供免费的产品或服务，只依靠慈善捐款来维持生计。他们鄙视别人的力量似乎是他们自己缺乏的信号。

Freeloaders have not understood that free things aren’t taken seriously. Value is perception, and if something isn’t worth a bit of sacrifice, it probably isn’t of much use to your life, and you were only trying to get something for free to collect a short-lived feeling of pleasure. When people pay, they pay attention,

不速之客不明白免费的东西不会被认真对待。价值就是感知，如果有些东西不值得牺牲一点，它可能对你的生活没有多大用处，你只是想免费得到一些东西来收集一种短暂的快乐感。当人们注意时，他们会注意，

because they perceive that thing as important and are more likely to use it to solve a problem in their life. If value lies in transformation, and free products are seen as commodities, the psychologically underdeveloped in the financial domain of life are in a constant war against any form of improvement.

因为他们认为这件事很重要，更有可能用它来解决生活中的问题。如果价值在于转变，自由产品被视为商品，那么生活金融领域心理不发达的人就会不断地与任何形式的改善作斗争。

What is more amusing is that everyone in this crowd sells a product or service for the employer they work for. Or they spend their money on mindless pleasures—usually the concoction of a large corporation—rather than something that will improve their life from someone they can relate with, costing them more in the short and long run. If you don’t create a product to sell, you will be forced to sell a product for someone else, or you will become the product. If you don’t consciously invest money toward the world you want to see, you will unconsciously spend to fill a soul void of purpose.

更有趣的是，这群人中的每个人都为他们工作的雇主销售产品或服务。或者他们把钱花在无意识的快乐上

——通常是一家大公司的混合物——而不是从他们能相处的人那里改善他们的生活，从短期和长期来看，

这会让他们付出更多的代价。如果你不创造一个产品来销售，你将被迫为别人销售产品，否则你将成为产品。如果你没有有意识地把钱投资到你想看到的世界上，你就会无意识地花钱来填补灵魂的空虚。

Even more, the money-haters are selling the idea that selling is bad. They say sales as a skill is manipulative, yet they are hypocritically manipulating their way out of realizing that their life is ruled by money. Sales, marketing, and persuasion are not manipulative when used by developed individuals as a way to educate, inspire, attract, and transform.

更重要的是，那些讨厌钱的人正在兜售卖东西不好的想法。他们说销售作为一种技能是操纵性的，但他们虚伪地操纵着自己的方式，让自己意识到自己的生活是由金钱统治的。当发达个体将销售、营销和说服作为教育、激励、吸引和转变的一种方式时，它们并不是操纵性的。

Here’s the truth: Money is often the one thing holding people back from reaching their next level of personal development.

事实是：金钱往往是阻碍人们达到下一个个人发展水平的唯一因素。

It dictates almost every single action a person takes, even the most developed individuals, because money is deeply intertwined with modern survival. Since the survival state of consciousness is one of reactivity and egocentrism, money can either be seen as some out-of-control domineering master or a tool to expand your consciousness into higher states of care for those around you.

它几乎决定了一个人采取的每一个行动，即使是最发达的人，因为金钱与现代生存息息相关。由于意识的生存状态是一种反应性和自我中心主义，金钱既可以被视为一些失控的专横主人，也可以被看作是一种将你的意识扩展到对周围人更高关怀状态的工具。

The unignorability of money is real. Why do you work eight hours a day for forty-five years? To pay the bills and support your family. Why do you go off to the woods to live like a monk? So you can pursue personal development, ignore money for a bit, but often fail to realize that spirituality isn’t about disconnecting from the world, but contributing to it. Why do you eat healthy foods and care about your fitness? To be healthy, yes, but there’s more. You want to increase your perceived value so you can attract better opportunities, advance your career, and make more money. Even if your main reason isn’t to make money, it is almost always a sub-reason because survival isn’t something we rid ourselves of, but integrate. There is

never only one reason behind a person’s actions. Once you realize this, you also realize that the people who you think are “only doing it for the money” to feel better about your own life decisions aren’t, in fact, only doing it for the money.

金钱的不可忽视性是真实的。你为什么一天工作八个小时，干了四十五年？支付账单并养家糊口。你为什么去树林里像和尚一样生活？所以你可以追求个人发展，暂时忽略金钱，但往往没有意识到灵性不是与世界脱节，而是为世界做出贡献。你为什么吃健康的食物，关心自己的健康？为了保持健康，是的，但还有更多。你想增加你的感知价值，这样你就可以吸引更好的机会，推进你的职业生涯，赚更多的钱。

即使你的主要原因不是赚钱，它几乎总是一个次要原因，因为生存不是我们摆脱的东西，而是整合的东西。一个人的行为背后永远不会只有一个原因。一旦你意识到这一点，你也会意识到，那些你认为“只是为了钱”而对自己的生活决定感觉更好的人，事实上，不仅仅是为了钱。

Why are you reading this book? To gain a new perspective, yes, but it will also open your mind to removing the limits on your earning potential. Almost every action you take has money attached as a reason. To think this is bad is self-deception. Like a skill tree in a video game, you need money to unlock new paths. To achieve health, you need money. To achieve fulfilling relationships, you need to solve the problem that destroys most of them . . . money. To enjoy life, you need to progress toward a meaningful goal and distribute the value you acquire along the way. You need to build. Building requires resources. Resources require money. Notice that I’m not saying you need millions of dollars to live well; I am saying that you need money as you already do. For most people, enough is not much, but how that money is made is also a factor to consider.

你为什么读这本书？是的，为了获得新的视角，但这也会让你敞开心扉，消除对你收入潜力的限制。几乎你采取的每一个行动都有金钱作为理由。认为这很糟糕是自欺欺人。就像电子游戏中的技能树一样，你需要钱来解锁新的路径。为了获得健康，你需要钱。为了实现充实的关系，你需要解决破坏大多数关系的问题。钱。要享受生活，你需要朝着一个有意义的目标前进，并在过程中分配你获得的价值。你需要建造。建设需要资源。资源需要钱。请注意，我并不是说你需要数百万美元才能过上好日子；我的意思是，你需要钱，因为你已经需要了。对大多数人来说，不够并不多，但如何赚钱也是一

个需要考虑的因素。

It is a popular idea that once you reach a few million dollars a year in income, more money won’t help you live a better life. You can do most things that rich people can do, and you already have the same phone and technology that rich people have. But I’m skeptical. This feels like a shallow half-truth. The world doesn’t need more fortune- cookie advice that discourages improvement in the financial domain of life. Most people have not reached that level, and even fewer people have reached beyond that level.

人们普遍认为，一旦你的年收入达到几百万美元，更多的钱并不能帮助你过上更好的生活。你可以做富人能做的大多数事情，而且你已经拥有了与富人相同的手机和技术。**但我持怀疑态度。这感觉像是一个肤浅的半真半假。世界不需要更多的财富饼干建议，这些建议阻碍了生活金融领域的改善。大多数人还没有达到这个水平，达到这个水平的人更少。**

You don’t need more than a few million, sure, but money isn’t

当然，你不需要超过几百万，但钱不是

only about buying material to fill your life with. That’s a rather poor use of money. Money is a great tool to continue a life of novelty and challenge. You know, the thing that disappears after you graduate school and get acquainted with your job. Not because it allows you to buy material items. Not because it buys happiness directly. But because it buys the resources to solve more challenging problems since time and labor only go so far. Further, by solving those problems, you have the capacity to pass down novel solutions. Both are critical for depth of happiness.

只是买一些材料来充实你的生活。那是一种相当糟糕的金钱使用方式。金钱是继续新奇和挑战生活的好工具。你知道，在你毕业并熟悉你的工作后，那种东西就消失了。

不是因为它允许你购买物质物品。不是因为它能直接买到幸福。但因为它购买了解决更具挑战性问题的资源，因为时间和劳动力只能走这么远。此外，通过解决这些问题，你有能力传递新的解决方案。两者都对幸福的深度至关重要。

When you ignore the need, not want, for money, you limit the development of your mind, body, and spirituality. If you live in a stressful cloud of never-ending responsibilities solved by money, you cannot become aware of the depth that life has to offer. The only people who view this as some form of oppression are those who lack agency. And at that point, money is the least of your

worries.

当你忽视了对金钱的需要，而不是想要，你就限制了你的思想、身体和精神的发展。如果你生活在金钱解决的永无止境的责任的压力云中，你就无法意识到生活所提供的深度。唯一认为这是某种形式的压迫的人是那些缺乏能动性的人。在这一点上，钱是你最不担心的。

This is why I stress the path of entrepreneurship. If you don’t start a business that provides information, education, goods, services, or the rest that make a better humanity, then unethical people rise to the top without competition. You are indirectly contributing to evil by ignoring your entrepreneurial and agentic human nature. By doing nothing but demonizing money and businesses that are the lifeblood of civilization,

**这就是为什么我强调创业之路。如果你不创办一家提 供信息、教育、商品、服务或其他使人类变得更好的企业，那么不道德的人就会在没有竞争的情况下登上顶峰。**你忽视了你的企业家和代理人的人性，间接地助长了邪恶。除了妖魔化作为文明命脉的金钱和商业，什么都不做，

you are assigned work where the employer is more than likely unethical by your standards.

按照你的标准，你被分配的工作雇主很可能是不道德的。

You won’t start a business because of your delusional assumptions and conditioning that it is unethical to make money—but you are working for a business that makes the population sick, contributes to bombing people across the world, and locks employees into mechanical routines so they wouldn’t dare achieve their potential. And even if you aren’t working for that business, you are more than likely connected to them by relationship, allowing them to survive with the work you do carry out. The greatest act of rebellion toward the money-centric culture you despise is to make more of it, with purpose. Funny, isn’t it?

你不会因为你的妄想假设和条件而创业，认为赚钱是不道德的，但你为一家让人们生病的企业工作，有助于轰炸世界各地的人们，并将员工束缚在机械的日常工作中，这样他们就不敢发挥自己的潜力。即使你不为那家公司工作，你也很可能通过关系与他们建立联系，让他们在你所做的工作中生存下来。对你鄙视的以金钱为中心的文化的最大反叛行为是有目的地制造更多的金钱。很有趣，不是吗？

If humanity is only as strong as its weakest link, and most

people continue to suffer from the same problems, and true education is what allows the individual to solve their own problems (rather than assigning general temporary relief), and problems are what prevent personal to collective evolution, and if the education system is focused on training people to be useful workers for their own benefit (because you aren’t the one paying for that education system), and finally, if the fate of humanity depends on conscious leaders to educate, inspire, and attract, then the tech-enabled emergence allowing for everyone to distribute their value globally is one realistic

如果人类的力量取决于其最薄弱的环节，大多数人继续遭受同样的问题，真正的教育是让个人解决自己的问题（而不是分配一般的临时救济），问题是阻止个人向集体进化的原因，如果教育系统的重点是培养人们成为有益的工人，为自己的利益服务（因为你不是为教育系统买单的人），最后，如果人类的命运取决于有意识的领导者来教育、激励和吸引，那么技术支持的出现允许每个人在全球范围内分配他们的价值是一个现实的选择

path out of this mess. We’ll make sense of that later.

走出这片混乱的道路。我们稍后会明白的。

By choosing to do nothing, you accept the path of assignments and allow people less conscious and intelligent than you to have more attention, impact, and money than you. The only way you can stop people from paying attention to one thing is to give them something more attractive to pay attention to.

通过选择什么都不做，你接受了任务的道路，并允许比你意识和智慧更低的人比你有更多的注意力、影响力和金钱。你阻止人们关注一件事的唯一方法就是给他们一些更有吸引力的东西。

I ask this for perspective, not to trigger a reaction: If you hate money, do you not hate your life? Everything around you right now, from the phone in your hands to the roads you drive on to the desk you sit at to the food that keeps you alive, is a product of a business that makes money for its contribution to the advancement of civilization. You are drowning in a world built by the drive of money stemming from survival and status. There are obvious flaws with this system, but building a potential solution is almost always a better option than casting a tiny vote.

我问这个是出于观点，而不是引发反应：如果你讨厌钱，你不讨厌你的生活吗？现在你周围的一切，从你

手中的手机到你开车的道路，再到你坐的桌子，再到让你活着的食物，都是一家为文明进步做出贡献而赚钱的企业的产物。你淹没在一个由生存和地位带来的金钱驱动的世界里。这个系统有明显的缺陷，但建立一个潜在的解决方案几乎总是比投一小一票更好的选择。

Now, the next elephant in the room is the labor theory of value. The belief that through pure hard work you can make a lot of money. The fact of the matter is that you can work hard at anything, but that doesn’t mean it’s useful. You can put four years of work into getting a degree. You can put ten years of work into climbing a corporate ladder. You can put thousands of hours of blood, sweat, and tears into writing a book. And

现在，房间里的下一个大象是劳动价值论。相信通过纯粹的努力，你可以赚很多钱。事实是，你可以在任何事情上努力工作，但这并不意味着它是有用的。你可以花四年的时间来获得学位。你可以花十年的时间爬上公司的阶梯。你可以在写一本书时投入数千小时的心血、汗水和泪水。和

still, you may not be paid anywhere close to what you want, because hours worked does not guarantee that anyone will care.

不过，你可能得不到接近你想要的报酬，因为工作时间并不能保证有人会关心。

So, rather than taking your future into your own hands, the popular option is to whine and complain. I deserve to be paid more! I’ve spent fourteen years working hard and this is all I get for it? I barely have any time for my family. I don’t have enough to take a vacation. I slave away with no light at the end of the tunnel.

所以，与其把未来掌握在自己手中，流行的选择是抱怨和 抱怨。我应该得到更多的报酬！我花了十四年的时间努力工作，这就是我得到的全部吗？我几乎没有时间陪伴家人。我没有足够的钱去度假。我在隧道尽头没有光的情况下拼命工作。

The world’s complainers are missing one crucial piece of the puzzle. People invest in things they care about, see the importance of, or consider useful for their lives. Nobody is going to give you, independently, money if your work doesn’t benefit them in some way.

世界上的抱怨者错过了这个难题的一个关键部分。人们投资于他们关心的事情，看到这些事情的重要性，

或者认为这些事情对他们的生活有用。如果你的工作不能以某种方式让他们受益，没有人会独立地给你钱。

The labor theory of value is that you should be paid for the amount of work you do. To feel as if you have jumped through hoops. To feel like you deserve something for struggling just like every other person on this planet. But that’s not how reality works. The amount of money you make is directly correlated to how valuable you are: the level of problems you solve, the results from the solutions you create, and your ability to inspire and persuade people to know and care about your creation.

劳动价值论认为，你应该为你所做的工作量获得报酬。感觉你和这个星球上的其他人一样，在挣扎中值得拥 有一些东西。但现实并非如此。你赚的钱与你的价值直接相关：你解决的问题的程度、你创造的解决方案的结果，以及你激励和说服人们了解和关心你的创造 的能力。

If you aren’t happy with how much you make, it may be time

如果你对自己的收入不满意，也许是时候了

to take a brutally honest look at what you contribute to the world. It does not make sense to pay someone based on the amount of work they do, especially in a future where that work will be more efficient, worth less, and require fewer resources to complete. However, it does make sense to pay someone based on the level of problems they solve, as problems constantly evolve as work does. No matter how far technology goes, problems will continue to emerge.

诚实地看待你对世界的贡献。根据某人所做的工作量来支付报酬是没有意义的，尤其是在未来，这项工作将更有效率、价值更低、完成所需的资源更少的情况下。然而，根据他们解决的问题的程度来支付报酬是有意义的，因为问题会随着工作的发展而不断演变。无论技术发展到什么程度，问题都会不断出现。

If enjoyment comes from the feeling of progress being made, connection to something greater than yourself, and receiving meaningful feedback from both, then conscious entrepreneurship is how you sustain and control the enjoyment in your life. And by filling your own cup, you begin to overflow, and your natural desire shifts to helping other people.

如果快乐来自于取得进步的感觉，与比自己更伟大的 事物的联系，以及从两者那里获得有意义的反馈，那么有意识的创业就是你如何维持和控制生活中的快乐。当你填满自己的杯子时，你开始溢出，你的自然欲望

转变为帮助他人。

Humans have created a way to enhance and transcend their survival with money as a baseline to trade value and create the desire to build new tools and technology. If money didn’t exist, the luxuries you have today wouldn’t exist. The history of money goes back 40,000 years, but trading beads and seashells don’t cut it anymore. Why? Because we don’t live in small tribes. Nobody is going to trade you a car—that helps you do things that weren’t fathomable in the past—for a pile of a million seashells. Even further, charitable donations aren’t going to take you to the moon. The dollar, on the other hand,

人类创造了一种方法，以金钱为交易价值的基准，增强和超越他们的生存能力，并创造了制造新工具和技术的欲望。如果没有钱，你今天拥有的奢侈品就不会存在。货币的历史可以追溯到4万年前，但交易珠子和贝壳已经不再重要。为什么？因为我们不是生活在小部落里。没有人会用一辆汽车——它可以帮助你做过去无法理解的事情——来换取一百万个贝壳。更进一步，慈善捐款不会带你去月球。另一方面，美元，

is something the recipient can take and trade for something they deem valuable.

是接受者可以拿走并交换他们认为有价值的东西。

There’s one thing we know for certain: The future of money is going to be more digital than today. Money will evolve beyond the dollar, as it has evolved beyond seashells. The way we use money will also evolve. With artificial intelligence moving faster than we could have imagined, who knows what the ongoing material use of money will be when cost of living moves closer to zero. Money could take the form of attention or status. Money as we know it could become meaningless. But that doesn’t change the fact that entrepreneurship, solving problems, and creating value is one of, if not the only, worthwhile path to take. If we bet on human nature, which we should, money will likely continue to play a massive role in those endeavors.

有一件事我们可以肯定：货币的未来将比今天更加数字化。货币将超越美元，就像它已经超越了贝壳一样。我们使用金钱的方式也会发生变化。随着人工智能的发展速度比我们想象的要快，当生活成本接近零时，谁知道金钱的持续物质用途会是什么。金钱可以表现为关注或地位。我们所知道的金钱可能变得毫无意义。但这并不能改变这样一个事实，即创业、解决问题和创造价值是值得走的道路之一，如果不是唯一的话。如果我们押注人性，我们应该这样做，金钱可能会继续在这些努力中

发挥巨大作用。



# Deep Generalism

# 深层通识主义

From fire to rocket ships, humans are creators. Natural- born generalists meant to master many domains. The ones who built the tools that allowed us to survive and overcome the harsh environments that keep animals in their place. Never were we supposed to become the tools, but here we are. It’s no wonder why people are so afraid of replacement, because they aren’t the ones doing the replacing. When a tool is no longer needed, it loses purpose. When a tool costs less, works around the clock, and doesn’t experience stress, it becomes a profit machine but only for the people who have the vision, agency, and knowledge to apply it in that manner.

从火到火箭飞船，人类都是创造者。天生的通才意味 着掌握许多领域。那些制造工具的人，使我们能够生存并克服将动物留在原地的恶劣环境。我们本不应该成为工具，但现在我们来了。难怪人们如此害怕更换，因为他们不是更换的人。当不再需要工具时，它就失去了目的。

当一种工具成本更低、全天候工作且没有压力时，它就变成了一台盈利机器，但只适合那些有远见、能动性和知识以这种方式应用它的人。

The problem starts with our education system. In the 1800s, when America was industrializing and needed to educate large

numbers of immigrant children, educators like Horace Mann traveled to Prussia to study and learn their methods. The Prussian education system was designed to create obedient soldiers, compliant citizens, civil servants, and well-behaved workers. It accomplished this with its focus on mandatory attendance, training for teachers, national curriculum and testing for students, division of students by age, and the concept of grade levels. Students were taught how to work, not how to think. Impressed by its efficiency and standardization, Mann and others implemented these methods in American schools, particularly in Massachusetts, which became a model for other states.

问题始于我们的教育体系。在19世纪，当美国正在工业化，需要大规模的教育时

许多移民儿童和教育工作者，如霍勒斯·曼，前往普鲁 士学习他们的方法。普**鲁士的教育体系旨在培养顺从的士兵、顺从的公民、公务员和行为良好的工人**。它通过关注强制出勤、教师培训、国家课程和学生考试、按年龄划分学生以及年级概念来实现这一目标。

学生们被教导如何工作，而不是如何思考。

曼恩和其他人对其效率和标准化印象深刻，他们在美国学校实施了这些方法，特别是在马萨诸塞州，这成为了其他州的榜样。

Since you did not create this system, it does not serve your interests. Since you do not fund this system, you do not control what is taught. Instead, you are plopped in front of a government-trained expert educated by government-

trained experts. You are told to read this, memorize that and, if you don’t, you receive a letter that you take home to Mom and Dad, who proceed to scold you—the negative feedback of the system—for not reading this and memorizing that. Even further, it’s painful to think that such a standardized education must bias the bottom quintile. You are prevented from rapid development because you must study the same thing, at the same speed, as those who are not as gifted. The less gifted are almost bound to their fate because there is no room for

creative methods to enhance their learning.

因为你没有创建这个系统，所以它不符合你的利益。由于你没有为这个系统提供资金，你就无法控制所教授的内容。

相反，你被安排在一位政府培训的专家面前，这位专家是由政府培训的专业人士教育的。

你被告知要读这个，记住那个，如果你不读，你会收到一封信，带回家给爸爸妈妈，他们会继续责骂你——系统的负面反馈——因为你没有读这个，也没有记住那个。

更进一步地，想到这样的标准化教育必然会对底层五分之一的人产生偏见，这是令人痛苦的。你无法快速发展，因为你必须和那些没有天赋的人一样，以同样的速度学习同样的东西。天赋较低的人几乎注定了他们的命运，因为没有空间

创造性的方法来提高他们的学习。

If you understand how the mind works, you understand how dangerous this can be for your development. And if you lack agency, you may have difficulty taking the initiative to undo this damage because it is engrained in your psyche to play victim to past circumstances. Your mind automatically accepts or rejects information that aids in it achieving the goals it deems important. If you only learn as much as your top-of-mind goal allows, and that goal is to get a high-paying degree for the sake of status and security, then by the time you exit this system you are no different from a lion in the Savannah or polar bear in Alaska. If you were to swap the two, both would fail to survive because they are niche specialists.

如果你了解大脑是如何工作的，你就会明白这对你的发展有多危险。如果你缺乏能动性，你可能很难主动消除这种伤害，因为在你的心理中，扮演过去环境的受害者是根深蒂固的。你的大脑会自动接受或拒绝有助于实现它认为重要的目标的信息。如果你只学习你的首要目标所允许的东西，而这个目标是为了地位和安全而获得高薪学位，那么当你退出这个系统时，你和萨凡纳的狮子或阿拉斯加的北极熊没有什么不同。如果你将两者互换，两者都将无法生存，因为它们都

是利基专家。

This is not education. Education is discovery. Education is pushing into the unknown, allowing interest to be your lighthouse, collecting the dots, connecting them, and sharing them with the world because the teacher learns more than the student. The beautiful thing about being human is that we build and apply tools in a way that helps us adapt to different environments and situations. We can survive in the cold with a dense coat and in the heat with shade, filtered water, and maybe a sprinkle of specific knowledge if we need it.

这不是教育。教育就是发现。教育正在向未知领域推进，让兴趣成为你的灯塔，收集点，连接它们，并与世界分享，因为老师比学生学到的更多。作为人类的美妙之处在于，我们以一种帮助我们适应不同环境和情况的方式构建和应用工具。我们可以在寒冷中穿着厚厚的外套生存，在炎热中可以在阴凉处、过滤的水中生存，如果我们需要的话，还可以撒上一些特定的知识。

If you don’t choose your own goal, you do not choose what

you learn or what problems you solve. Your destiny is decided for you because the only potential you know is the one you were assigned.

Whether this was intentional or not, it is an observable fact: Schools were created to enslave the brightest minds by promising the prestige of specialization so they remained narrow minded and didn’t overthrow the true rulers. A Royal Historian—or well educated employee of the past— may be perceived by the nation as someone who is smart and valuable, but the pirates—or high-agency entrepreneurs of the past—understood many things like geography, celestial navigation, the crew on their ship, the ship itself, economics, history, and science, as those were the necessary tools to succeed in trade in dominion.

The rulers of the land were powerful, yes, but only as powerful as the resources the pirates allowed them to have for the price they determined.

如果你不选择自己的目标，你就不会选择什么

你学到了什么，或者你解决了什么问题。你的命运是为你决定的，因为你所知道的唯一潜力就是你被分配的那个潜力。无论这是故意的还是无意的，这是一个可以观察到的事实：学校的创建是为了通过承诺专业化的声望来奴役最聪明的人，所以他们仍然心胸狭窄，没有推翻真正的统治者。皇家历史学家——或过去受过良好教育的雇员——可能会被国家视为聪明和有价值的人，但海盗——或过去的高级机构企业家——了解许多事情，如地理、天体导航、船上的船员、船本身、经济、历史和科学，因为这些是在统治贸易中取得成功的必要工具。

这片土地的统治者是强大的，是的，但只有海盗以他们确定的价格允许他们拥有的资源才能强大。

Even further, if we look at Roman civilization, slaves were trained to do one specific task for the entirety of their lives. They were tools for their masters. The sovereign individuals, on the other hand, were expected to act on their own interest and do many things throughout their lives. They were expected to forge their own path and acquire the resources that allowed them to sustain it. A good metric for determining if you are on the right path is if your work changes at a minimum of every year. You evolve. Your interests evolve. You identify new problems once previous ones are solved. You persist and

iterate. Do not allow yourself to get trapped in a depressing state of mechanical, replaceable work.

更进一步地，如果我们看看罗马文明，奴隶们被训练在一生中完成一项特定的任务。它们是主人的工具。另一方面，主权个人应该按照自己的利益行事，在一生中做很多事情。他们被期望开辟自己的道路，并获得使他们能够维持下去的资源。确定你是否走在正确道路上的一个很好的指标是你的工作是否至少每年都会发生变化。你进化。你的兴趣在演变。一旦以前的问题得到解决，你就会发现新的问题。你坚持和

迭代。不要让自己陷入一种令人沮丧的机械、可更换的工作状态。

All that is to say that your future depends on your education. While I can’t tell you exactly what to learn, I do believe I can point you in the right direction. Everyone is worried about what skills will be relevant twenty years from now. This isn’t anything new. We’ve been asking this question for hundreds of years. And frankly, it’s a low- quality question because it has already been answered.

也就是说，你的未来取决于你的教育。虽然我不能确切地告诉你要学什么，但我相信我能为你指明正确的方向。每个人都在担心二十年后哪些技能将具有相关性。这不是什么新鲜事。数百年来，我们一直在问这个问题。坦率地说，这是一个低质量的问题，因为它已经得到了回答。

As we go through school, we ask, “What should I study for the best future?” Nobody ever ends up with exactly what they want. In most cases, they take the most comfortable opportunity presented to them and accept the sacrifices it demands without much of a fight.

当我们上学时，我们会问：“为了最好的未来，我应该

学习什么？”没有人最终能得到他们想要的东西。在大多数情况下，他们抓住最舒适的机会，不费吹灰之力就接受了它所要求的牺牲。

As we go through life, we keep a light check on the pulse of where the future is heading. We fill our minds with the doomsday perspectives the news provides, but we never do much about it. We’ve wondered what the best path is for hundreds of years, but nobody has ever cracked exactly what it should be, because that’s impossible for someone else to tell you.

在我们的一生中，我们对未来走向的脉搏进行了轻微 的检查。我们满脑子都是新闻提供的末日观点，但我们从来没有做过太多。数百年来，我们一直想知道最好的道路是什么，但没有人确切地知道它应该是什么，因为其他人不可能告诉你。

The end to your worries is finally taking responsibility for your

future. To be resilient, teachable, open-minded, perceptive, creative, adaptable, and everything else that separates the caged from the free.

你担忧的结束终于是为你的

未来。要有韧性、可教、思想开放、有洞察力、有创造力、适应性强，以及把笼子里的人和自由人分开的一切。

The first lesson of any teaching should be to question what is taught. True education, not the clone-producing machine we call public school, is an orientation toward how to live, how to think, and how to learn. True education does not only teach career skills that produce results by performing a specific string of tasks. It teaches how to release and constrain entropy. The dance that makes us human. To push into the infinite unknown, live at the edge of your abilities, and use the creative gift of your mind to turn insecurity into security. That is the path to a meaningful life.

任何教学的第一堂课都应该是质疑所教授的内容。真正的教育，而不是我们称之为公立学校的克隆生产机器，是一种如何生活、如何思考和如何学习的取向。真正的教育不仅教授通过执行一系列特定任务产生结果的职业技能。它教导如何释放和约束熵。让我们成为人类的舞蹈。为了进入无限的未知，活在你能力的边缘，用你头脑的创造性天赋将不安全感转化为安全

感。这是通往有意义生活的道路。

You can’t sustain authenticity when you need something from someone else. You are worried about what career skills will be relevant twenty years from now because you are dependent on everyone but yourself for your success. The highest-paid earners are the visionaries, strategists, and innovators of the world. You can work hard, you can work smart, but you will never beat those who work toward a vision for the future with nature as their greatest teacher.

当你需要别人的东西时，你无法保持真实性。你担心二十年后什么样的职业技能是相关的，因为你的成功取决于除了你自己之外的每个人。收入最高的人是世界上有远见的人、战略家和创新者。你可以努力工作，你可以聪明地工作，但你永远不会打败那些以自然为最伟大的老师，为未来愿景而努力的人。

If you want to have some sense of control over your future, you need the traits that allow you to succeed in any environment.

如果你想对自己的未来有一些控制感，你需要具备在任何环境中都能取得成功的特质。

You need to cultivate self-governance:

你需要培养自我治理能力：

### Self-experimentation—how to solve complex problems through trial and error and come to your own conclusions.

### 自我实验——如何通过反复试验解决复杂问题，得出自己的结论。

### Self-awareness—how to understand the motives of your mind, so you can understand the motives of others.

### 自我意识——如何理解你内心的动机，这样你才能理解别人的动机。

### Self-development—cultivating a valuable mindset and skillset that can help others expand beyond their limits.

### 自我发展——培养有价值的心态和技能，帮助他人超越自己的极限。

### Self-reliance—how to get what you want by taking responsibility for the outcome of your life.

### 自力更生——如何通过对生活的结果负责来得到你想要的东西。

### Self-education—the ability to gather, make sense of, and

### utilize information on an unknown subject.

### 自我教育——收集、理解和利用未知主题信息的能力。

### Self-sufficiency—the ability to sustain one’s ideal lifestyle and acquire the resources necessary to do so.

### 自给自足——维持理想生活方式并获得所需资源的能力。

### Self-mastery—an unwavering dedication to the process of navigating reality.

### 自我掌握——坚定不移地致力于驾驭现实的过程。

When you understand yourself, you understand the world, and you can position the value you’ve cultivated to get what you当你了解自己，你就了解了世界，你可以定位你所培养的价值观，以得到你想要的东西

want in return. At the start, selfishness is selfless. If you don’t have anything to give, your only option is to take. Every single individual on this earth must self-actualize in order to contribute to humanity in the best way they can. If entrepreneurship is about solving problems, and self- actualization is about solving your own, you can combine both into a meaningful way of life. Free yourself, then free others. Both can be done in unison.

想要回报。一开始，自私是无私的。如果你没有什么可以给予的，你唯一的选择就是接受。地球上的每一个人都必须自我实现，才能以最好的方式为人类做出贡献。如果创业是为了解决问题，而自我实现是为了解决自己的问题，那么你可以将两者结合起来，形成一种有意义的生活方式。解放自己，然后解放他人。两者都可以同时完成。



# Levels of Purpose

# 目的层次

Any serious consideration for what you should do in this life must start with the question, “Who should I become?” Of course, that question carries many more, like “Why am I here?” and “Why does this matter?” For the Pythagoreans, the world was viewed as a Kosmos. We usually translate this as “cosmos,” but the original Greek meaning was used to describe the universe as an ordered and harmonious system. This is the complete opposite of the reductionist, merely physical universe we mean today. The difference is that one views the world as a whole greater than the sum of its parts, maintaining respect for the parts, while the other views the world as just parts.

对于你今生应该做什么的任何认真考虑都必须从这个问题开始，“我应该成为谁？”当然，这个问题还有更多，比如“我为什么在这里？”和“为什么这很重要？”对于毕达哥拉斯人来说，世界被视为宇宙。我们通常将其翻译为“宇宙”，但最初的希腊语意思是将宇宙描述为一个有序和谐的系统。这与我们今天所说的还原论的纯粹物理宇宙完全相反。不同之处在于，一个人认为世界是一个整体，大于其各个部分的总和，保持对各个部分的尊重，而另一个人则认为世界只是部分。

To the Greeks, the universe wasn’t composed of atoms or

对希腊人来说，宇宙不是由原子或

matter; it was composed of these “whole parts.” Everything was a whole in itself but also a part of something greater than itself. Each part served a purpose toward the harmony of the Kosmos. Understand that the world does, in fact, contain what we call atoms and matter, and while for certain types of science this is useful, it often leaves us lost in a winter storm when it comes to why we are here and what we must do.

物质；它是由这些“整体部分”组成的。一切事物本身都是一 个整体，但也是比自身更大的事物的一部分。每一部分都有助于宇宙的和谐。要明白，事实上，世界确实包含我们所说的原子和物质，虽然对于某些类型的科学来说，这是有用的，但当涉及到我们为什么在这里以及我们必须做什么时，它往往会让我们迷失在冬季风暴中。

Arther Koestler, in an attempt to reconcile this problem, coined the term holon, which is a combination of the Greek word “holos,” meaning “whole,” and the suffix “-on,” which denotes a particle or part (as in proton or neutron). In other words, whole parts. Atoms are both whole and parts of molecules. Molecules are both whole and parts of cells. Cells are both whole and parts of organs. This natural—not to be confused with dominator—hierarchy, or “holarchy,” continues up, down, left, and right. Organs to organisms to ecosystems. Letters to words to sentences to paragraphs while words can be parts of the lyrics of a song. One paragraph can discuss fire, while another can discuss

water. Water evaporates, condenses in shade-providing clouds, rains down into life-sustaining streams, and finds its way back to the ocean. The universe can be thought of as uni-verse: one beautiful and ever-evolving song.

Arther Koestler为了调和这个问题，创造了holon一词，这是希腊语单词“holos”的组合，意思是“整体”，后缀“-on”表示粒子或部分（如质子或中子）。换句话说，整个部分。原子既是分子的整体，也是分子的一部分。分子既是细胞的整体，也是细胞的一部分。细胞既是器官的整体，也是器官的一部分。这种自然的

——不要与支配者混淆——等级制度，或“holarche”，继续向上、向下、向左和向右。从器官到生物体再到 生态系统。从字母到单词，从句子到段落，而单词可以是歌曲歌词的一部分。一个段落可以讨论火，而另一个段落则可以讨论水。水蒸发，在阴凉处凝结，形成云层，雨水流入维持生命的溪流，然后回到海洋。宇宙可以被认为是一首统一的诗：一首美丽而不断发 展的歌。

While this universal order can be used to enhance your

虽然这种普遍秩序可以用来增强你的

thinking and problem solving, it also points toward something more profound: Reality consists of a great chain of knowing and being. Matter to body to mind to soul to spirit. Even further, it points to levels of development such as egocentric, ethnocentric, worldcentric, planetcentric, and Kosmocentric. Individuals, cultures, and societies all move through these levels of development. These macro levels illustrate their circle of concern: Care for their self, their tribe, other humans, other beings, and reality itself. In other words, you’re increasing your capacity for care. Humans find fulfillment in caring for others, like how you may be better at taking care of your dog than you are at taking care of yourself. The more you can care for others—through the progressive overload of responsibility or training with emotional weights—the more fulfillment you receive. In this sense, money isn’t the only form of profit. One could consider it their life’s work to evolve through these stages to contribute to humanity at their highest potential. Note that you do not break free from lower levels. You do not break free from the care of your family for the care of an animal. You integrate the former into the latter.

思考和解决问题，它也指向了更深刻的东西：现实由一条伟大的认识和存在链组成。物质到身体到心灵到灵魂到精神。更进一步，它指出了发展水平，如自我中心、种族中心、世界中心、行星中心和宇宙中心。个人、文化和社会都经历了这些发展水平。这些宏观层面说明了他们的关注圈：关心自己、部落、其他人、其他生物和

现实本身。换句话说，你正在提高你的护理能力。人类在照顾他人中找到了满足感，比如你可能更擅长照顾你的狗，而不是照顾自己。你越能关心他人——通过不断增加的责任负担或情感训练——你就越能获得满足感。从这个意义上说，金钱不是唯一的利润形式。人们可以认为，通过这些阶段进化，以最大的潜力为人类做出贡献，是他们一生的工作。请注意，您不会从较低的级别中挣脱出来。你不能为了照顾动物而摆脱家人的照顾。你将前者融入后者。

Other philosophers, like Alan Watts, speak of the world as an organism. A functioning ecosystem bound by relationship. Aristotle believed that the final cause of a thing is its function, and that a full explanation of anything must consider its final cause. This presents the fields of teleology and cybernetics.

其他哲学家，如Alan Watts，将世界视为一个有机体。一个由关系约束的功能生态系统。亚里士多德认为， 事物的最终原因是它的功能，对任何事物的全面解释都必须考虑它的最终原因。这展示了目的论和控制论 的领域。

Teleology (telos meaning goal, logos meaning reason) is the idea of explaining something by referring to its purpose, end, or goal. Cybernetics studies how systems self-regulate and self-organize toward the end goal of a system. It comes from the word kybernetikos, which means “to steer” or “good at steering.” Similar to the Nature’s Compass concept we will discuss in a future chapter, acting toward a goal, sensing where you are, comparing to the goal, and steering in the right direction like a ship blown off course. Trial and error. While the Kosmos illustrates the overarching order, cybernetics illustrates how to move through each stage toward a greater purpose.

目的论（telos意为目标，logos意为原因）是指通过引用目的、目的或目标来解释某事的想法。控制论研究系统如何自我调节和自 我组织， 以 实现系统的 最终目标。 它来自 kybernetikos这个词，意思是“掌舵”或“善于掌舵”。与大自然的指南针概念类似，我们将在未来的一章中讨论，朝着目标行动，感知你的位置，与目标进行比较，并像一艘被吹离航道的船一样朝着正确的方向航行。试错法。宇宙说明了总体秩序，而控制论则说明了如何在每个阶段朝着更大的目标前进。

My reason for illustrating these concepts is to provide you with a non-dogmatic highest order from which you can orient your life. A direction. An aim. Kosmos, teleology, and cybernetics can all be integrated as a high and holistic perspective to orient your decision-making and discover a sense of meaning for

your existence. It doesn’t matter if you believe in a God or not. You can directly observe and experience the properties of this grand harmonious system.

我阐述这些概念的原因是为你提供一个非教条的最高秩序，你可以从中指导你的生活。一个方向。一个目标。宇宙、目的论和控制论都可以作为一个高而全面的视角来整合，以指导你的决策，并发现你存在的意义。你是否相信上帝并不重要。你可以直接观察和体验这个宏伟和谐系统的特性。

Now is a good time to distinguish vertical development from horizontal development. At each macro level, individuals can expand their capacity at each level through knowledge and skill acquisition (horizontal). Advancing to a new level, after a certain amount of time and effort in it, can often open their

现在是区分垂直发展和水平发展的好时机。在每个宏观层面，个人都可以通过知识和技能获取（横向）来扩大自己在每个层面的能力。在经过一定的时间和努力后，提升到一个新的水平，通常可以打开他们的

mind to new perspective. By doing so, they can observe their previous level, integrate many aspects of it, and transcend into a more holistic baseline state of consciousness. The problem is, people can, and often do, get trapped in any given level leading to psychic entropy and an unnecessary number of problems that can’t be solved without a higher level of mind. Much of the time, individuals go through a period of intense pain until they get fed up with their lack of progress. Their mind is able to “flip the switch” and break through to the next level. To understand this best, we must understand the essence of problems.

以新的视角思考。通过这样做，他们可以观察到自己之前的水平，整合其中的许多方面，并超越到更全面的意识基线状态。问题是，人们可以而且经常被困在任何给定的水平，导致心理熵和不必要数量的问题，如果没有更高水平的思维，这些问题就无法解决。很多时候，个人会经历一段剧烈的痛苦，直到他们厌倦了自己缺乏进步。他们的思维能够“翻转开关”，突破到下一个层次。为了更好地理解这一点，我们必须理解问题的本质。

## Problems Are the Path

## 问题即道路

You can only become as successful as the identity you

expand into, and problems are the limits on that expansion. That is, problems are the limits on your potential. When you solve problems and remove your limits, you become more complex, more skilled, more knowledgeable, more open, more connected to reality. With each problem you solve, the perceived difficulty of life goes down, and your level of purpose goes up.

你只能随着你扩展到的身份而变得成功，而问题是这种扩展的极限。也就是说，问题是你潜力的极限。当你解决问题并消除限制时，你会变得更加复杂、更有技能、更有知识、更开放、更贴近现实。随着你解决的每一个问题，你对生活的感知难度都会下降，你的目标感也会提高。

Problems keep your attention boxed within the boundaries of those problems. Why does this matter? First, you may have difficulty seeing life for what it is. Second, you can’t seem to find your passions or interests. You struggle to find a challenge that you actually want to take on. So, you search and

问题会把你的注意力限制在这些问题的范围内。为什么这很重要？首先，你可能很难看清生活的本质。其次，你似乎找不到自己的激情或兴趣。你很难找到一个你真正想接受的挑战。所以，你搜索并

search within the little bubble of awareness confined by your problems and start to feel like you’re trapped, or that there isn’t anything more than what you can see.

在被你的问题所限制的意识的小泡沫中搜索，开始觉得你被困住了，或者除了你所看到的之外什么都没有。

If your mind is consumed by how you look in the mirror, how tired you feel every day, your lack of a partner or mate, all the bills you have to pay, and the job you don’t care to go to, it becomes obvious why your life doesn’t seem that great. People will tell you to accept your situation and find joy in it, which is a good idea, but that is a band-aid solution that won’t heal the inner voice begging you to discover your potential.

如果你的大脑被照镜子的样子、每天的疲惫感、缺乏伴侣、要支付的所有账单以及你不想去的工作所占据，那么很明显你的生活看起来并不那么美好。人们会告诉你接受你的处境并从中找到快乐，这是一个好主意，但这是一种创可贴式的解决方案，无法治愈内心恳求你发现自己潜力的声音。

Humans find joy in solving problems. In other words, we find joy in what we choose to suffer for. Our mind narrows on the challenge. We identify room for growth. We plan, educate ourselves, and acquire the skill that increases the power of our mind and self. We see progress as feedback

and learn what it means to be fulfilled.

人类从解决问题中获得快乐。换言之，我们在选择受苦的事情中找到了快乐。我们对挑战的看法狭隘。我们确定了增长空间。我们计划、教育自己，并获得增加我们思想和自我力量的技能。我们将进步视为反馈，并了解实现的意义。

Now, you can only solve a problem once you expand your mind beyond the problem. You need to stop, zoom out, and open your mind to view your problems from a higher perspective. From there, you can create a goal that opposes the problem, collect ideas that form a theory, and experiment with potential solutions until the problem is solved. Once it’s solved, you solidify a new level of purpose.

现在，只有当你把思维扩展到问题之外时，你才能解决 问题。你需要停下来，缩小视野，敞开心扉，从更高的角度看待你的问题。从那里，你可以创建一个反对问题的目标，收集形成理论的想法，并尝试潜在的解决方案，直到问题得到解决。一旦问题得到解决，你就巩固了一个新的目标。

From my experience, I’ve noted four macro levels of purpose. These are like big milestones in your development. These apply to each domain of your life and your life as a whole. By domain of life, I mean things like your work, relationships, finances, health, energy, and sense of well-being. For the sake of this book, I will be providing examples relating to money.

根据我的经验，我注意到了四个宏观层面的目标。这些都是你发展过程中的重要里程碑。这些适用于你生活的每个领域和整个生活。我所说的生活领域，是指你的工作、人际关系、财务、健康、精力和幸福感。为了这本书，我将提供与金钱有关的例子。

With this philosophy, none of these levels are bad or “less than” another. They are simply developmental stages. They are guides to identify where you are at in your development. We can think of problems existing at each level as increasing in selflessness and decreasing in selfishness. Meaning, you can’t avoid being selfish at the start. The purpose of money changes as you develop yourself. Your purpose shapes how you perceive situations. You need to solve the superficial problems like health, money, and confidence before you can even think about solving deeper problems like spirituality and meaning. In fact, spirituality and meaning are found in solving the problems themselves.

根据这一理念，这些水平都不差或“低于”另一个水平。

它们只是发展阶段。它们是确定你在发展中所处位置的指南。我们可以把每个层面存在的问题看作是无私的增加和自私的减少。这意味着，你一开始就无法避免自私。金钱的用途会随着你自身的发展而变化。你的目标决定了你如何看待情况。你需要先解决表面的问题，比如健康、金钱和信心，然后才能考虑解决更深层次的问题，如精神和意义。事实上，精神和意义是在解决问题本身中找到的。

## Survival

## 生存

The survival level of purpose is the starting point for most people. That point when you haven’t begun to pursue your own path in life. All you know are the goals you’ve been assigned and what that worldview has allowed you to notice and learn. You are doing what you’ve been told to do to survive. You

目标的生存水平是大多数人的起点。当你还没有开始追求自己的人生道路时。你所知道的就是你被分配的目标，以及这种世界观让你注意到和学习到的东西。你正在做你被告知要做的事情来生存。你

don’t pay attention to the default lifestyle you’ve accepted by society, and it slowly chains you into a narrow-minded state.

不要在意你被社会接受的默认生活方式，它会慢慢把你束缚在一种狭隘的状态中。

All you can pay attention to are the bills you need to pay, the argument you had with your spouse, the job you don’t want to go to. You’re living the same experience over and over again. Your mind is stuck in the predictable future and familiar past. You wake up, think about the stressors ahead of you for that day that also happened yesterday, tolerate them, go to bed, and repeat the process.

你唯一能注意的是你需要支付的账单、你与配偶的争吵、你不想去的工作。你一次又一次地经历着同样的经历。你的思绪停留在可预测的未来和熟悉的过去。你醒来，想想昨天发生的那一天你面前的压力，忍受它们，上床睡觉，重复这个过程。

You believe money is difficult to make. You think making money has a luck factor when luck is a concept used to describe a lack of understanding of a system. You don’t see money as a domain of mastery like fitness, mental health, or relationships. You may believe money is evil, which limits your ability to make it, trapping you in your cloud of problems. You don’t think you can make a lot of money in

your field, or just haven’t chosen a field to develop yourself in. You aren’t interested in becoming an entrepreneur for various reasons, but those reasons are often a failure to uncover your programming. In survival mode, you can’t see your higher potential and make the connection that, at some point, entrepreneurship is a necessary aspect of achieving it.

你认为赚钱很难。当运气是一个用来描述对系统缺乏理解的概念时，你认为赚钱有一个运气因素。你不会把金钱看作是一个像健身、心理健康或人际关系一样精通的领域。你可能认为金钱是邪恶的，这限制了你赚钱的能力，把你困在一堆问题中。你不认为自己能在自己的领域赚很多钱，或者只是没有选择一个领域来发展自己。出于各种原因，你对成为一名企业家不感兴趣，但这些原因往往是无法发现你的编程。在生存模式下，你无法看到自己更高的潜力，也无法在某个时候建立联系，即创业是实现这一潜力的必要方面。

The first step to advance from survival to status is to become

从生存到地位的第一步是成为

deeply aware of the beliefs that hold you back and how, when gone unchecked, create a ripple effect of destruction in your life. The second step is orienting your focus from problem to solution. In a sense, you must become so disgusted with yourself and your situation that you have no choice but to use that negative energy to commit to something positive.

深刻意识到那些阻碍你前进的信念，以及如果不加以控 制，如何在你的生活中造成破坏的连锁反应。第二步是将你的注意力从问题转向解决方案。从某种意义上说，你必须对自己和你的处境感到厌恶，以至于你别无选择，只能利用这种负面能量来致力于积极的事情。

Start where you are. Focus on solving the problems that are staring you straight in the face. Your money problems. Your energy problems. Your health problems. Your relationship problems. Immerse yourself in environments and education that begins to change the goals your mind operates on. Block out time to work on improving the value you have to offer. Acquire complementary skills to the ones you use in your job or career. Experiment with side projects. Expose yourself to massive experience until you are able to make enough money to see beyond your survival.

从你所在的地方开始。专注于解决你眼前的问题。你的钱的问题。你的能源问题。你的健康问题。你的关

系问题。让自己沉浸在环境和教育中，这些环境和教育开始改变你的思维目标。留出时间来提高你必须提供的价值。获得与你在工作或职业生涯中使用的技能互补的技能。尝试副项目。让自己接触大量的经验，直到你能够赚到足够的钱来超越你的生存。

## Status

## 状态

The only people who did well, and do well, in society were those who had power and influence. The people who put effort into their goals became valuable, built businesses, built their body, and built their mind to increase their capacity for wealth—the ability to create. There has never been a time in history where weak, average, or mindless people weren’t treated like cattle.

Now, stick with me here. If I come off as arrogant, I may be

在社会上做得好、做得好的人只有那些有权力和影响力的人。那些为自己的目标付出努力的人变得有价值，建立了企业， 建立了身体，建立了思想，以提高他们的财富能力——创造能力。历史上从未有过软弱、平庸或无脑的人不被当作牲畜对待的时候。现在，跟我来。如果我表现得傲慢，我可能会

just that, but there is more to the story.

仅此而已，但故事还有更多。

The mentors of the past and present that you look up to, like Gautama Buddha, Jesus Christ, Plato, Krishna, or any other influential individual you hold in high regard have a high degree of status and power. Otherwise, their message would not have captured your attention, persuaded you to change your mind and behavior, and persisted for thousands of years. But that’s the thing, they didn’t have a marketing budget, they had a message. A life’s work to spread. That was the source of their power. My point is that you only view status as bad because of the code written in your head by people who failed to question their assumptions. Or, you simply have a half-perspective of what power is, and you tend to bias the negative.

你所敬仰的过去和现在的导师，如乔达摩·佛陀、耶稣 基督、柏拉图、克里希纳或任何其他你高度尊重的有影响力的人，都有很高的地位和权力。否则，他们的信息就不会引起你的注意，说服你改变主意和行为，并持续数千年。但事实就是这样，他们没有营销预算，他们有一个信息。一辈子的工作要传播。这就是他们力量的源泉。我的观点是，你之所以认为状态很糟糕，是因为那些没有质疑自己假设的人在你脑海中编写的代码。或者，你只是对权力有一半的看法，你倾向于

偏向负面。

Some people will naturally filter into being average and weak, as there are weak stars and plants, but it is the duty of the strong to bear the load of responsibility. Once you reach the contribution level, you realize that a sole purpose of yours is to do just that. To solve bigger, more meaningful problems that increase the baseline level of purpose of humanity. But you can only do that once you’ve attained some form power and influence. Once you’ve created the art, products, or services that improve the lives of the recipients. Once you’ve built the body that reflects the character by which you interact with the world. Once you’ve built the mind that harnesses power with

有些人自然会过滤成平庸和软弱，就像有软弱的星星和 植物一样，但承担责任是强者的责任。一旦你达到了贡献水平，你就会意识到你的唯一目的就是做到这一点。解决更大、更有意义的问题，提高人类目标的基线水平。但只有当你获得某种形式的力量和影响力时，你才能做到这一点。一旦你创造了改善接受者生活的艺术、产品或服务。一旦你建立了反映你与世界互动的性格的身体。一旦你建立了利用权力的头脑

persuasion, not force or deception.

说服，而不是武力或欺骗。

This is one problem with today’s teachers and gurus. They are respectfully developed in the mental or contemplative domain of life, but they are often sickly or overweight and verifiably sexist or racist. People pedestalize these everyday humans for their rare development and latch onto their beliefs out of blind ignorance. They reject the manifest world of money, food, and sex as that rejection is inherent to the purely ascending philosophies that arose during the axial period. They failed to integrate the descending. They lost their grounding by identifying with what they deem “pure” out of desire for status that they can cover up with the guise of spirituality. They haven’t broken through the superficial perception of money and value exchange as the world evolved. They haven’t realized that contemplative development is, in fact, separate and holds equal importance to development within lines such as aesthetic, cognitive, emotional, ethical, interpersonal, mathematical, moral, and those that make up your basic needs. I am not trying to knock down these great leaders. I am trying to expose their humanity. That you can, and should, learn from them, but there is much, much more to learn.

这是当今教师和大师们的一个问题。他们是在生活的精神或沉思领域恭敬地发展起来的，但他们往往体弱多病

或超重，并且可以证实是性别歧视或种族主义者。人们 因为这些日常人类的罕见发展而崇拜他们，并出于盲目的无知而坚持自己的信仰。他们拒绝金钱、食物和性的明显世界，因为这种拒绝是轴心时期出现的纯粹上升哲学所固有的。他们没能整合下降。他们失去了根基，因为他们出于对地位的渴望而认同他们认为“纯粹”的东西，而他们可以用灵性的伪装来掩盖这些地位。随着世界的发展，他们还没有突破对货币和价值交换的肤浅看法。他们没有意识到，冥想发展实际上是独立的，与美学、认知、情感、伦理、人际关系、数学、道德以及构成基本需求的发展同等重要。我并不是要打倒这些伟大的领导人。我试图揭露他们的人性。你可以而且应该向他们学习，但还有很多很多东西要学。

The status level of purpose is reached when you feel a sense of security around money. You have a skill set that allows you to pursue a new career or start a business. That career or business

当你对金钱感到安全感时，就达到了目标的状态水平。你有一套技能，可以让你追求新的职业或创业。那个职业或生意

allows you to pay the bills, focus on other areas of your life, and make moderate to extravagant purchases.

允许你支付账单，专注于生活的其他方面，并进行适度到奢侈的购买。

This is where many people continue to reside because they get trapped in the materialist paradigm. You haven’t found your calling, so you don’t have a guiding light that is greater than yourself. You get stuck in the superficial and lose sight of the depth. You like the job title more than you enjoy the challenge of the problem. You like the expensive watch more than you enjoy the brand’s mission and craftsmanship. Neither of these are bad, but if you find yourself stuck in this narrow view, things can become bad very fast.

这是许多人继续居住的地方，因为他们被困在唯物主义范式中。你还没有找到自己的使命，所以你没有比自己更伟大的指路明灯。你陷入了肤浅，看不到深度。你更喜欢这个职位，而不是你喜欢这个问题的挑战。比起欣赏品牌的使命和工艺，你更喜欢昂贵的手表。这两者都不坏，但如果你发现自己陷入了这种狭隘的观点，事情很快就会变得很糟糕。

The trap of traps is trying to avoid this stage. You try to jump to spirituality without the experience and mistakes that breed spirituality. You don’t realize you are using your

spirituality as a status symbol in and of itself. You often use it to garner attention and power from how others perceive you. That’s why many start down the spiritual path. They see someone of higher consciousness, admire them, desire to be like them, and start imitating them. That’s a status game, and that’s okay. You simply need to be conscious of it, so it doesn’t do more harm than good in your life.

陷阱的陷阱正试图避开这个阶段。你试图跳到灵性，而没有滋生灵性的经验和错误。你没有意识到你正在把你的灵性本身作为一种地位的象征。你经常用它来从别人对你的看法中获得关注和力量。这就是为什么许多人开始走精神之路。他们看到有更高意识的人，钦佩他们，渴望像他们一样，并开始模仿他们。这是一场地位游戏，没关系。你只需要意识到这一点，这样它对你的生活不会弊大于利。

I am giving you permission to pursue your desire for acceptance through power. Start training so you can look good even if it

我允许你通过权力追求被接受的愿望。开始训练，这样即使你看起来很好

seems vain to other people. Start the business to make money as that’s the only way to control what you create, who you create for, and its impact on the world. You may not care about that now, but as you fulfill your status needs, your mind will begin to open and notice things you couldn’t have before.

在别人看来似乎很虚荣。创业是为了赚钱，因为这是控 制你创造什么、为谁创造以及它对世界影响的唯一途径。你现在可能不在乎这一点，但当你满足你的地位需求时，你的头脑会开始打开，注意到以前无法拥有的东西。

You find spirituality in experience. You find it in the story of creating your own way. You find it in the highs and lows of pursuing goals and solving problems. You find it in correcting the mistakes you made and learning how to move in a better direction. Spirituality comes from the journey, but that journey is only possible with a conscious destination. If you can’t find meaning in life, it’s because you haven’t started pursuing the goals you’ve been suppressing because you’ve been tricked into thinking they’re bad.

你在经验中找到灵性。你可以在创造自己的方式的故事中找到它。你会在追求目标和解决问题的高潮和低谷中找到它。你在纠正错误和学习如何朝着更好的方向前进时发现了这一点。灵性来自旅程，但只有有意识的目的地，旅程才有可能。如果你找不到生活的意

义，那是因为你还没有开始追求你一直压抑的目标，因为你被欺骗了，认为它们很糟糕。

## Creativity

## 创造力

Once you’ve achieved some level of status, your mind will start to transform. And if you don’t close your mind, you’ll begin to realize all your mistakes. You may even feel the need to reject everything you’ve acquired. You won’t find the same joy you used to in those superficial pursuits. The money gets old. The cars and watches get old. Much of your material acquisition gets old.

一旦你达到了某种程度的地位，你的思维就会开始转变。如果你不闭上眼睛，你就会开始意识到你所有的错误。 你甚至可能觉得有必要拒绝你所获得的一切。你在那些肤浅的追求中找不到以前的快乐了。钱变老了。汽车和手表都变旧了。你的大部分材料采购都会过时。

That doesn’t mean everything you did was a waste. You have

这并不意味着你所做的一切都是浪费。你有

a vast vat of experience to pull from and pass down to those who may need it. In the creativity level, you begin to realize your value. You have the desire to break away from external dependencies and assignments. At this point, your focus must shift to developing a philosophical sense of mastery around a few key pursuits.

从那些可能需要它的人那里汲取并传递给他们的大量经验。在创造力层面，你开始意识到自己的价值。你渴望摆脱外部依赖和分配。在这一点上，你的重点必须转移到围绕一些关键追求培养一种哲学上的精通感上。

For fitness fanatics, going to the gym starts as a pursuit to feel good about themselves. After a few years, they either quit, or they reorient toward a new, deeper destination that makes the journey more meaningful. They find joy in feeling good from healthy food and movement. They have a deep understanding of how their health choices impacts their future. They gain fulfillment from the process of making tiny improvements with their training. They integrate the finite game and fall in love with the infinite.

对于健身狂热者来说，去健身房首先是为了让自己感觉良好。几年后，他们要么放弃，要么重新定位到一个新的、更深入的目的地，使旅程更有意义。他们从健康的食物和运动中获得快乐。他们对自己的健康选择如何影响未来有着深刻的理解。他们从训练中做出微小改进的

过程中获得满足感。他们整合了有限的游戏，爱上了无限。

In the status stage, much of what you learn and do will be from what others teach you. In the creativity stage, you take your expanded knowledge and begin to create your own way of doing things. You’ve tried different training regimens, business models, and coping strategies to the point of realizing the patterns and principles between them all. You’ve unlocked a perspective that allows you to navigate intersecting domains with grace.

在地位阶段，你所学和所做的大部分都将来自别人教 你的东西。在创造力阶段，你运用扩展的知识，开始创造自己的做事方式。你已经尝试了不同的培训方案、商业模式和应对策略，以实现它们之间的模式和原则。您已经解锁了一个透视图，允许您优雅地浏览交叉领 域。

Your job in the creativity stage is to simply create. Experiment. Break free from the dogmas and ideologies and processes you’ve adopted from others. Build novel solutions from scratch. Try everything and see what sticks. It may take some time, but this is where you discover what you were meant to do, even if it’s not absolutely clear. A vague idea of your full potential sets you up nicely for the contribution stage.

你在创造力阶段的工作就是简单地创造。实验。摆脱你从别人那里接受的教条、意识形态和过程。从头开始构建新颖的解决方案。尝试一切，看看什么能坚持下去。这可能需要一些时间，但这是你发现自己应该做什么的地方，即使不是绝对清楚。对你的全部潜力有一个模糊的概念，这会让你很好地进入贡献阶段。

## Contribution

## 贡献

At some point—I can’t put an exact timeframe on it—you will understand the second half of creation: contribution. You come full circle and realize that art must be merged with business for that art to take full effect. You feel a deep desire to share the things that have improved your life. You will see life from a new lens and wonder why others are constantly distracted with menial things. You can see where their life is heading, but they can’t.

在某个时候——我无法给出确切的时间框架——你会

理解创造的后半部分：贡献。你绕了一圈，意识到艺术必须与商业融合，才能充分发挥作用。你深深地渴望分享那些改善了你生活的事情。你会从一个新的角度看待生活，并想知道为什么别人总是被琐碎的事情分心。你可以看到他们的生活走向，但他们看不到。

The contribution stage is where the separate domains of your life collapse into one. You don’t see work as somewhere that you clock in and clock out. You don’t see rest as a treat that you can only indulge in once work is done. You don’t see play as a hobby that lasts thirty minutes at night if you have the time to do it. You see all of them as necessary counterbalances to one another. Work, rest, and play become difficult to distinguish.

贡献阶段是你生活中各个独立领域融合成一个的阶段。 你不会把工作看作是你打卡下班的地方。你不认为休息是一种只有在工作完成后才能享受的享受。如果你有时间的话，你不会把玩耍看作一种在晚上持续30分钟的爱好。你会把所有这些看作是相互平衡的必要条件。工作、休息和娱乐变得难以区分。

Rest becomes a way to regenerate your creative ability for your work. Play becomes what you do for work. Work is so deeply integrated with your life that anything you do can pay back tenfold in more ways than cash. Your footsteps leave pits of value in their path.

休息成为一种重新激发你工作创造力的方式。玩耍成为 你工作的方式。工作与你的生活如此紧密地结合在一起，你所做的任何事情都可以以比现金更多的方式获得十倍的回报。你的脚步在他们的道路上留下了有价值的坑。

Your entire life begins to revolve around how you can best contribute to the world. You become a perspective vessel for reality. The true value lies in the mind you’ve developed, and you are able to adopt the perspective of a strategist or visionary. You hunt for and gather information, synthesize it with your experience, and distribute it to those who want to benefit from it. You become less of a leech. You don’t only consume and take from reality for your selfish personal gain, but you create, share, and contribute back to the world.

你的整个生活开始围绕着如何最好地为世界做出贡献。你成为现实的透视船。真正的价值在于你培养的头脑，你能够采用战略家或梦想家的视角。你寻找和收集信 息，将其与你的经验相结合，并将其分发给那些想从中受益的人。你变得不那么像水蛭了。你不仅为了自私的个人利益而消费和从现实中获取，而且你创造、

分享并回馈世界。

The four levels of purpose listed above are just that. They are general worldviews. They are the vantage point from which you perceive and act on opportunities. Understand that you can, and should, contribute to others’ lives even if you are in the survival stage. Understand that you can be creative at any time even if you are deep in a status game. 上面列出的四个目标层次就是这样。它们是普遍的世界

观。它们是你感知机会并采取行动的有利位置。要明白，即使你处于生存阶段，你也可以而且应该为他人的生活 做出贡献。要明白，即使你深陷于地位游戏中，你也可以随时发挥创造力。

Survival, status, creativity, and contribution are simply labels that best encapsulate the general outlook on life one has. With that said, there is a path to move through these levels faster.

生存、地位、创造力和贡献只是最能概括一个人总体人生观的标签。话虽如此，有一条途径可以更快地通过这些级别。

This isn’t a set and strict path that someone can give you (whether that be in school or from a guru, those are simply processes you can experiment with).

这不是一条别人可以给你的固定而严格的道路（无论是在学校还是从导师那里，这些都是你可以尝试的过程）。

The best path to take is the one you create for yourself. But understand there is a best “meta” path to create your own path. The path is illustrated by the main domains of your life. Mind, body, relationships, and work. The health and development of each.

最好的选择是你为自己创造的道路。但要明白，有一条最好的“元”路径可以创建自己的路径。这条路由你生活的主要领域来说明。心灵、身体、人际关系和工作。每个人的健康和发展。

The peculiar one that needs much attention is “work.” Work is a major part of life. It determines much of what you learn and do. It determines what you spend most of your time on. Because of that, it determines much of your development. So, the “best” path to take is a commitment to discovering and pursuing your life’s work.

最需要关注的是“工作”。工作是生活的重要组成部分。它决定了你所学和所做的大部分事情，决定了你大部

分时间花在什么上。正因为如此，它也决定了你的大部分发展。所以，“最好”的道路是致力于发现和追求你一生的工作。

You can’t do that in a job, although a job can be a stepping-stone toward it. A job is the “secure” and “safe” route touted by those who haven’t discovered the depth of life. It can quickly chain you to responsibilities that narrow your mind and drain your energy. You can’t effectively pursue your life’s work by neglecting your relationships and mental and physical health.

你不能在工作中做到这一点，尽管工作可以成为通往工作的垫脚石。工作是那些没有发现生活深度的人所吹捧的“安全”和“安全”的路线。它会很快把你束缚在责任上，缩小你的思维，消耗你的精力。忽视你的人际关系和身心健康，你就无法有效地追求你一生的工作。

If you are passionate about your work, late nights and bad

如果你对工作充满热情，深夜和糟糕的

habits will impact your ability to create. If you aren’t serious about your work, these problems won’t register in your mind as problems. They will stick around and lead to entropy. When your work demands your best self, the path to developing your mind, body, and relationships becomes clear. You must uphold them or else your work suffers.

习惯会影响你的创造能力。如果你对工作不认真，这些问题就不会在你的脑海中成为问题。它们会停留并导致熵。当你的工作需要你最好的自我时，发展你的思想、身体和人际关系的道路就会变得清晰。你必须坚持下去，否则你的工作就会受到影响。

The answer, again, is entrepreneurship. Entrepreneurship spans across all levels of mind. It solves survival, aids in status, allows for creativity, and results in contribution. Entrepreneurship requires you to be a generalist, not a narrow-minded specialist that limits your perspective and development beyond that specialization. Entrepreneurship requires you to escape starving artistry. You must transcend your selfish desires to do random work that others don’t perceive as valuable. Entrepreneurship requires you to be conscious of your impact. You have much responsibility in how large you grow and how that influences the evolution of consciousness.

答案再次是企业家精神。创业跨越了思维的各个层面。它解决了生存问题，有助于提高地位，允许创造力，

并带来贡献。创业要求你成为一个多面手，而不是一 个狭隘的专家，限制你的视野和发展超出专业范围。创业需要你摆脱饥饿的艺术。你必须超越自私的欲望，去做别人认为没有价值的随机工作。创业需要你意识到自己的影响力。你对自己成长的规模以及这如何影 响意识的进化负有很大的责任。

You have the path; now you must learn to navigate it.

你有路；现在你必须学会驾驭它。



# Progress and Knowledge

# 进步与知识

You aren’t where you want to be because you don’t have the knowledge to be there. In the broadest sense, a person’s quest for a better life is, as David Deutsch puts it, “a search problem, in an abstract space of ideas far too large to be searched exhaustively.” As we break free from the known goals, systems, and comforts our mind adopts to maintain a sense of security, how do we explore this vast idea space in the search for new knowledge that equips us with the power to do what we want? How do we navigate the unknown, in the right direction, in a way that leads to progress in our personal lives and in society? How do we pursue our purpose? We’ll get to that, but we need to cover a few bases so your mind is primed for understanding.

你不在你想去的地方，因为你没有知识去那里。从最 广泛的意义上讲，正如大卫·多伊奇所说，一个人对更好生活的追求是“一个搜索问题，在一个抽象的思想空间里，这个空间太大了，无法穷尽搜索。”当我们摆脱已知的目标、系统和舒适感以维持安全感时，我们如何在搜索新知识的过程中探索这个广阔的思想空间，使我们有能力做我们想做的事情？我们如何在正确的方向上探索未知，从而在个人生活和社会中取得进步？我们如何追求我们的目标？我们会讲到这一点，但我们需要涵盖一些基础，这样你的头脑才能理解。

Now would be a good time to bring up the elephant in the

现在是时候把大象养大了

room: artificial intelligence. To understand what AI is and what it means for us, we need to start at the origin of that term. Before AI, there was cybernetics, an idea laid out by Norbert Wiener in 1948. Cybernetics—ancient Greek for “helmsman” or another word for “governor”—is the idea of automatic, self-regulating control in a system. Acting, sensing, and comparing to a goal is a fundamental loop to intelligent systems. His key insight was that the world should be understood in terms of information. That complex systems like organisms, brains, and societies error-correct toward a goal, and if these feedback loops break down, the system breaks down.

房间：人工智能。要理解人工智能是什么以及它对我们意味着什么，我们需要从这个术语的起源开始。在人工智能出现之前，有控制论，这是诺伯特·维纳在1948年提出的一个想法。控制论—

—古希腊语为“舵手”或“州长”的另一个词——是系统中自动、自我调节控制的概念。行动、感知和与目标进行比较是智能系统的基本循环。他的主要见解是，世界应该从信息的角度来理解。像生物体、大脑和社会这样的复杂系统会朝着一个目标进行错误纠正，如果这些反馈回路崩溃，系统就会崩溃。

Intelligent information systems—or life—can be observed as a tightrope walker’s constant adjustments. As they cross the wire, each tiny wobble sends a signal to their brain. Their body responds by shifting right, then adjusting again and again to stay balanced. This back-and-forth flow of information keeps them stable. Similarly, a ship approaching a lighthouse at night uses constant feedback. The captain

sees they’re drifting left of the light, steers right, then adjusts again when they’ve gone too far right. These small corrections, based on steady streams of information, keep complex things working smoothly. But if the feedback stops—if the tightrope walker gets dizzy or the lighthouse goes dark—the system falls into chaos. This knowledge will come in handy later.

智能信息系统或生命可以看作是走钢丝者的不断调整。当它们穿过电线时，每一次微小的摆动都会向它们的大脑发送信号。他们的身体通过向右移动来做出反应，然后一次又一次地调整以保持平衡。这种信息的来回流动使它们保持稳定。同样，夜间接近灯塔的船只也会使用持续的反馈。船长看到他们在灯光的左边漂移，向右转向，然后在他们向右走得太远时再次调整。这些基于稳定信息流的小修正可以使复杂的事情顺利进行。但如果反馈停止——如果走钢丝的人头晕或灯塔变暗——系统就会陷入混乱。这些知识以后会派上用场。

Two years after Wiener’s introduction to cybernetics, he published The Human Use of Human Beings. Now out of print, the central idea relevant to today’s world is: “We must cease to kiss the whip that lashes us.” Wiener knew the danger was not in machines becoming more like humans but humans being treated like machines.

在维纳引入控制论两年后，他出版了《人类对人类的使用》。现在已经绝版了，与当今世界相关的核心思想是：“我们必须停止亲吻鞭打我们的鞭子。”维纳知道危险不在于机器变得更像人类，而在于人类被当作机器对待。

Around this time, a new perception of technology emerged that by inventing computers, we had externalized our central nervous system—our minds—and that we all now shared one singular mind. One infinite intelligence. All potential information at our fingertips. Unfortunately, we don’t hear much about cybernetics today. Why? Because this new perception fueled poor incentives. Wieners’s warnings about intelligent machines ran counter to the aspirations of his colleagues, who were interested in the commercialization of new technologies. They wanted to profit from this. Second, John McCarthy, a computer pioneer, disliked Wiener. He refused to use the term “cybernetics” and instead coined “artificial intelligence,” becoming a founding father in that field.

大约在这个时候，一种新的技术观念出现了，通过发明计算机，我们将我们的中枢神经系统——我们的大脑——外部化，现在我们都有一个单一的大脑。无限的智慧。所有潜在信息触手可及。不幸的是，我们今天很少听说控制论。为什么？因为这种新的观念助长了不良的激励措施。Wieners对智能机器的警告与他的同事们的愿望背道而驰，他们对新技术的商业化感兴趣。他们想从中获利。其次，计算机先驱约翰·麦卡锡不喜欢维纳。他拒绝使用“控制论”一词，而是创造了 “人工智能”，成为该领域的奠基人。

With the meteoric rise in discussion around intelligent machines, we’re left wondering what makes humans special or if we were even special to begin with. For being the only species that’s made it to the moon, there has to be something

随着围绕智能机器的讨论迅速增加，我们不禁想知道是什么让人类变得特别，或者我们一开始是否特别。作为唯一登上月球的物种，一定有什么东西

there, right?

在那里，对吧？

David Deutsch, influenced by Karl Popper, believes there is, and it lies in our ability to create infinite knowledge. It starts with the need for creativity. The process by which all knowledge that is created happens through conjecture and criticism. Trial and error. Variation and selection (in Darwinian terms). In other words, guessing and correcting one’s guess is how you accomplish anything you set your mind to. This is how we learn, innovate, make progress, and understand almost anything in the universe. This is how we discover unknown goals or ideas and achieve known goals or ideas.

大卫·多伊奇受卡尔·波普尔的影响，认为存在，这取决 于我们创造无限知识的能力。它始于对创造力的需求。创造所有知识的过程都是通过猜想和批评来实现的。 试错法。变异和选择（用达尔文的术语）。换句话说，猜测和纠正一个人的猜测是你如何完成你下定决心要做的任何事情。这就是我们学习、创新、进步和理解宇宙中几乎所有事物的方式。这就是我们发现未知目标或想法并实现已知目标或想法的方式。

Deutsch believes that humans are “universal explainers.” That we are capable of understanding anything that is understandable within the realm of possibility. We create

explanatory theories that reveal the deep structure of reality, allowing us to guess and predict in a more efficient way that breeds faster progress with time. This knowledge allows us to understand things we’ve never directly experienced, like stars and galaxies. We can understand what a star is by viewing it through a telescope, but that only comes after the explanatory knowledge of how that telescope changes how we perceive the star. Just as a universal computer can compute anything computable (that we now have in our pockets), humans can understand anything that is understandable. And if we don’t

多伊奇认为，人类是“普遍的解释者”。我们有能力理解任何在可能性范围内可以理解的事情。我们创造了解释性理论，揭示了现实的深层结构，使我们能够以更有效的方式猜测和预测，从而随着时间的推移取得更快的进展。这些知识使我们能够理解我们从未直接经历过的事情，比如恒星和星系。我们可以通过望远镜观察恒星来了解它是什么，但这只有在望远镜如何改变我们对恒星的感知的解释性知识之后才能实现。正如通用计算机可以计算任何可计算的东西（我们现在口袋里的东西）一样，人类也可以理解任何可以理解的东西。如果我们不这样做

yet understand it, we eventually can.

然而，我们最终能够理解它。

The reason many people are worried about the future is because artificial intelligence and it’s more evolved forms may render humans irrelevant. This is not the case. There is not a limit to what humans can compute if we either augment our brains or use the devices in our pockets for more than rotting our brains. There are no limits to what we can transform—or turn raw materials into things like rockets—given the right knowledge. There is no difference between the basic order of operations that we as humans can perform that AI can somehow surpass. Further, there is no limit to the transformative ideas that AI can come up with that we cannot.

许多人担心未来的原因是，人工智能及其更进化的形式 可能会使人类变得无关紧要。事实并非如此。如果我们增强大脑或使用口袋里的设备来腐烂我们的大脑，那么人类可以计算的东西就没有限制。只要掌握了正确的知识，我们可以改造什么，或者把原材料变成火箭之类的东西，这是没有限制的。我们作为人类可以执行的基本操作顺序之间没有区别，人工智能可以以某种方式超越。此外，人工智能可以提出我们无法提出的变革性想法是无限的。

Beyond that, humans may have a slight edge when it comes

to attention. We have the ability to change our focus by changing our perspective. When a problem occurs, we can adopt a perspective that allows us to solve it. If we want to build a rocket, asking the old gods to do it for us won’t help. We can change lenses to view the situation in a way that allows for new opportunities. If we want mental peace, spirituality will help, but if one gets locked in that paradigm, they may struggle with the practical aspects of life. These perspectives we can change like lenses on a camera are backed by consciousness and experience, one thing that AI may never fully grasp, but my perspective stays open to the possibility that it one day may.

除此之外，当涉及到注意力时，人类可能会有轻微的优 势。我们有能力通过改变视角来改变我们的关注点。当问题发生时，我们可以采取一种可以解决问题的视角。如果我们想建造火箭，要求老神为我们做也无济于事。我们可以改变视角，以一种允许新机会的方式看待形势。如果我们想要精神上的平静，灵性会有所帮助，但如果一个人被困在这种范式中，他们可能会在生活的实际方面遇到困难。我们可以像相机镜头一样改变这些观点，这是由意识和经验支持的，人工智能可能永远无法完全掌握这一点，但我的观点对有一天可能会改变的可能性持开放态度。

The point is that you can achieve anything within the realm of possibility, but only if you have the knowledge to do so and a perspective that allows you to apply that knowledge. You are not doomed to the default path of society or the rule of intelligent machines. Now, on the topic of knowledge, it serves two functions. The first is to make specific things happen, preferably good things rather than bad. The second is to capture patterns in reality. This allows us to store information in an efficient way so that we aren’t always starting from scratch in our pursuits. We understand big- picture concepts like the sun rising and falling each day and seasons changing every so often. Without this understanding, much of our lives would fall apart. Capturing patterns allows us to plan by proximity. We understand that we would freeze to death in a cold environment, so we use deposits of knowledge like a jacket and hotel to keep us warm while we travel.

关键在于，你可以在可能性的范围内实现任何事情，但 前提是你有这样做的知识，并且有一个允许你应用这些知识的视角。你并非注定要走上社会的默认道路或智能机器的统治。现在，在知识这个话题上，它有两个功能。首先是让具体的事情发生，最好是好事而不是坏事。二是捕捉现实中的模式。这使我们能够以高效的方式存储信息，这样我们就不会总是从头开始追求。我们了解大局概念，比如太阳每天升起和落下，季节不时变化。如果没有这种理解，我们的生活就会分崩离析。捕捉模式

使我们能够根据距离进行规划。我们知道在寒冷的环境中会冻死，所以我们在旅行时会用夹克和酒店等知识储备来保暖。

This doesn’t take away from the fact that most people feel lost. It’s nice to know that you can achieve anything you want, but how do you create the knowledge that allows you to do so? The answer lies in the unknown. The undefined. In using your agency to take the step out of what you know is possible, or what has been defined by another as possible for you. To set a new goal—even if, and especially if, it leads to uncertainty— and navigate through the dark until you strike gold.

这并不能消除大多数人感到迷失的事实。很高兴知道你可以实现任何你想要的东西，但你如何创造允许你这样做的知识？答案就在未知之中。未定义。在使用你的代理机构时，走出你所知道的可能的一步，或者走出别人为你定义的可能。设定一个新的目标——即使，尤其是如果，它会导致不确定性——并在黑暗中航行，直到你找到金子。

Think of the unknown as a universal map with light and dark spots. The light spots are areas you’ve explored. The dark spots are where your potential lies. This map is a surface area for ideas that can be discovered and tested against reality to verify their validity. When those results do not move you closer toward your goal, or move you further from that, a problem is revealed, and you must error correct toward the goal. It may sound simple, but as life proves, this is a difficult process. But here’s the thing, your purpose is the source of your struggle, and nobody said that struggle can’t be fun.

把未知想象成一张有亮点和黑点的宇宙地图。亮点是 你探索过的领域。黑点是你的潜力所在。这张地图是一个可以发现并对照现实进行测试的想法的表面区域，以验证其有效性。当这些结果没有让你更接近你的目标，或者让你离目标更远时，问题就暴露了，你必须朝着目标改正错误。这听起来可能很简单，但生活证明，这是一个艰难的过程。但事情是这样的，你的目标是你斗争的根源，没有人说斗争不好玩。

The fundamental problem, or problem of all problems, is that people rarely dive into the unknown and fail to recognize that as the problem that begins their problem- solving journey. This mostly comes down to conditioning, identity, and perception. You don’t become aware of good problems because you don’t have a goal that those problems

prevent you from achieving. You don’t prioritize health, so nutrient-deficient food and sluggishness pass you by as problems to solve. You don’t have high standards for the money in your wallet, so you don’t register that as a problem that sparks the desire to create your life’s work. Without problems, there is no creativity. Without creativity, there is no life. A life without problems is a life without purpose. You have no reason to step into the unknown, discover ideas, create knowledge, deposit it as a contribution, and live fully. Problems, like ideas, are infinite.

根本问题，或所有问题中的问题，是人们很少深入未知，也没有意识到这是他们解决问题之旅的起点。这主要归 结为条件、身份和感知。你没有意识到好的问题，因为你没有这些问题阻碍你实现的目标。你没有把健康放在首位，所以营养缺乏的食物和懒散都是你需要解决的问题。你对钱包里的钱没有很高的标准，所以你不会将其视为一个问题，从而激发你创造毕生事业的欲望。没有问题，就没有创造力。没有创造力，就没有生活。没有问题的生活就是没有目标的生活。你没有理由踏入未知，发现想法，创造知识，将其作为贡献来存放，并充分生活。问题就像想法一样，是无限的。

There will never be a time when we rid our lives of problems. There will only be a time with better problems to solve. There is no final destination. If there is any point in your life where you are not wrestling with a meaningful problem (this includes mindfulness, meditation, and other forms of spirituality that make it seem as if you aren’t solving the problem of an entropic mind), it is safe to say that you are not in the process of producing value or creating the potential to contribute to something greater than yourself. You lose purpose.

我们永远不会摆脱生活中的问题。只会有更好的问题需要解决。没有最终目的地。如果在你的生活中，有任何一点你没有与一个有意义的问题搏斗（这包括正念、冥想和其他形式的灵性，让你看起来好像没有解决熵心的问题），可以肯定地说，你没有在创造价值或创造为比自己更大的事情做出贡献的潜力。你失去了目标。

It’s wise to note that there is an enemy of progress. When you encounter a problem—or a conflict between where you are and where you want to be—entropy has the potential to increase. Entropy, in brief, is that all systems fall into chaos unless an effort is made to maintain order. A dirty room is a simple example. Your room starts out clean, but if you don’t have a system for maintaining it, slowly, then all at once, the room will become a disordered mess, making it much harder to regain order. It may start off as

an unmade bed with a few shirts or socks on the floor, but soon enough, it becomes a wasteland that would make your mother go insane. When applied to the mind, entropy plays a much more pressing role.

明智的做法是注意到进步的敌人。当你遇到问题，或者你所在的地方和你想去的地方之间发生冲突时，熵有可能增加。简而言之，熵是指除非努力维持秩序，否则所有系统都会陷入混乱。肮脏的房间就是一个简单的例子。你的房间一开始很干净，但如果你没有一个系统来维护它，慢慢地，然后一下子，房间就会变得杂乱无章，很难恢复秩序。它可能一开始是一张没有整理的床，地板上只有几件衬衫或袜子，但很快，它就会变成一片荒地，让你妈妈发疯。当应用于思维时，熵起着更为紧迫的作用。

We’ve learned that animals are different from humans in that they thrive within a specific niche while humans build tools to thrive in any niche, but we haven’t learned why humans

我们已经了解到，动物与人类的不同之处在于，它们在特定的生态位中茁壮成长，而人类则制造工具在任何生态位中蓬勃发展，但我们还没有了解为什么人类

do this. Animals survive on the physical level. They attempt to reproduce the information in their genes. Humans do the same, but they also survive on the conceptual level. They attempt to reproduce the information in their consciousness. Whether this is some form of evolved extended phenotype is up for debate, but the explanation holds up. Humans protect and prolong their identity, or self, through concepts because it is a concept. We write books to spread our mental seed, we argue our beliefs when our identity is threatened, and we invent conceptual knowledge to survive when our genes can no longer handle that job.

这样做。动物在生理层面上生存。他们试图在基因中复制信息。人类也这样做，但他们也在概念层面上生存。他们试图在意识中再现信息。这是否是某种形式的进化扩展表型仍有争议，但解释是成立的。人类通过概念来保护和延长自己的身份或自我，因为这是一个概念。我们写书是为了传播我们的精神种子，当我们的身份受到威胁时，我们会争论我们的信仰，而当我们的基因无法再处理这项工作时，我们发明概念知识来生存。

The sources of psychic entropy, or the mind falling into chaos, are boredom and anxiety. Both stem from a mismatch of your skill level and the challenge of a situation. If your skill is too high and the challenge is too low, you get bored. Boredom

leads to self-centeredness. Your mind starts thinking of something better, and often more pleasurable, that it could be doing with its time. If your skill is too low and the challenge is too high, you get anxious. Anxiety leads to self- consciousness. Your mind starts thinking of how it’s not good enough. In both scenarios, one thought leads to another until you find yourself drowning. One thought about your strained breathing could lead to one hundred more about difficult food choices, routines, doctors’ offices, bad news, having a heart attack and more unless you refocus your attention on what you can do

精神熵或头脑陷入混乱的来源是无聊和焦虑。两者都源于你的技能水平与形势的挑战不匹配。如果你的技能太高，挑战太低，你会感到无聊。无聊会导致自我中心。你的大脑开始思考一些更好的、通常更愉快的事情，它可以用时间来做。如果你的技能太低，挑战太高，你就会焦虑。焦虑导致自我意识。你的大脑开始思考它是如何不够好的。在这两种情况下，一个想法会导致另一个想法，直到你发现自己溺水了。如果你不把注意力重新集中在你能做的事情上，那么一个关于呼吸紧张的想法可能会导致一百个关于艰难的食物选择、日常生活、医生办公室、坏消息、心脏病发作等等的问题

right now to solve the problem.

现在就解决这个问题。

When you stay in the known or latch onto to your current way of life that probably wasn’t chosen by you, boredom sets in, and you begin wondering why your life is getting worse while your days remain the same. Most people’s lives are determined by how they choose to cure their boredom. When you decide to step into the unknown, you are effectively reinventing yourself. You are reborn. And when you are born, you are vulnerable. There is little order and a whole lot of chaos. Stay mindful of this. The first leap into a new way of life will have a buffer period of high anxiety. This is nature’s way of testing how serious you are about seeing what you’re capable of.

当你停留在已知的或抓住你目前可能没有选择的生活方式时，无聊就开始了，你开始想知道为什么你的生活越来越糟糕，而你的日子却保持不变。大多数人的生活取决于他们选择如何治疗无聊。当你决定踏入未知时，你实际上是在重塑自己。你重生了。当你出生时，你是脆弱的。这里几乎没有秩序，一片混乱。记住这一点。第一次跨入新的生活方式会有一段高度焦虑的缓冲期。这是大自然测试你对自己能力的认真程度的方式。

The key to reversing entropy is to dance between boredom and anxiety. To take on challenges that are just above your

skill level. You wouldn’t try to fight a level fifty if you were a level one, and you wouldn’t care to fight a level one if you were a level fifty. When you shoot just above your weight, you find the magic you’re looking for. You’ve felt it before. When you’re living at the edge of your abilities. The flow state. Locked in. You feel invincible. Nothing else matters but the task in front of you. You become one with the problem. You move with purpose. People gravitate toward you because you have something they’ve lost. Your life’s work is to maximize your time in this optimal state of ordered consciousness, to

逆转熵的关键是在无聊和焦虑之间跳舞。接受超出你技能水平的挑战。如果你是一级，你不会试图打五十级，如果你是五十级，你也不想打一级。当你的射击刚好超过你的体重时，你就会找到你想要的魔力。你以前也有过这种感觉。当你生活在能力的边缘时。流动状态。被困住了。你觉得自己不可战胜。除了你面前的任务，什么都不重要。你与问题融为一体。你有目的地行动。人们倾向于你，因为你有他们失去的东西。你一生的工作就是最大限度地利用你在这种有序意识的最佳状态下的时间

any greater or lesser degree, because this is when you create a reality worth living in. This happens when mental energy—or attention—is invested in your plan. A hierarchy of goals that reprograms how you view the world when your skill matches the challenge of an opportunity.

无论程度如何，因为这是你创造一个值得生活的现实的时候。当你的计划投入了精神能量或注意力时，就会发生这种情况。当你的技能与机会的挑战相匹配时，重新规划你如何看待世界的目标层次结构。

I call this Nature’s Compass. True learning. Engaging with the process of trial and error, creation and destruction, secure and insecure. The oscillation of life. Like a ship heading toward a lighthouse in a storm. You may get blown off course, but it is a test of your intelligence and skill to be able to sense where you are, realize you are, in fact, off course, and steer in the right direction. Again, it would not be wise to hop in a boat in the middle of the ocean if you are not a skilled navigator. Start where you are but challenge yourself.

我称之为大自然的指南针。真正的学习。参与试错、创造和毁灭、安全和不安全的过程。生命的波动。就像暴风雨中驶向灯塔的船。你可能会偏离航线，但这是对你的智力和技能的考验，能够感觉到你在哪里，意识到你实际上偏离了航线，并朝着正确的方向前进。同样，如果你不是一个熟练的航海家，那么在海洋中央划船是不

明智的。从你所在的地方开始，但要挑战自己。

This is how you acquire an interest-based education. You view your life as a story that unfolds in chapters, phases, and cycles. Each chapter has goals, problems, highs, and lows that reveal themselves as the pages turn. Each chapter is a macrocycle of life. Once you understand it, you can identify which part of the story you are in, become aware of its components, and ease your mind until you enter the next phase. The cycle is composed of three phases.

这就是你如何获得基于兴趣的教育。你把你的生活看作 一个分章节、阶段和周期展开的故事。每一章都有目标、问题、高潮和低谷，随着页面的翻转而显现出来。每一章都是生命的大循环。一旦你理解了它，你就可以确定你所处的故事的哪个部分，意识到它的组成部分，并放松你的头脑，直到你进入下一个阶段。这个周期由三个阶段组成。

### You feel lost. You don’t know what to pursue next.

### You’ve

### 你感到迷茫。你不知道接下来要追求什么。你有

solved a problem, achieved a goal, and thought it was the end. For most people, this happens either when they leave school or stay at a job until the challenge is no longer novel. In the lost phase, you are attempting to notice a problem. Boredom or anxiety are the signals. If you listen to them, you will become curious as to how you can overcome them.

解决了一个问题，实现了一个目标，并认为这就是终点。对于大多数人来说，这要么发生在他们离开学校，要么 留在工作岗位上，直到挑战不再新鲜。在丢失阶段，您正试图注意到一个问题。无聊或焦虑是信号。如果你听他们的话，你会好奇如何克服他们。

### You become interested. You experiment with different topics, interests, ideas, techniques, and solutions until you become fully aware that you are, in fact, able to solve that problem. It becomes your purpose. In the context of a job, after becoming fully aware that it is a problem preventing your growth, your mind actively seeks information to solve that problem.

### 你开始感兴趣了。你尝试不同的主题、兴趣、想法、技术和解决方案，直到你完全意识到你实际上能够解决这个问题。它成为你的目的。在工作的背景下，在充分意识到这是一个阻碍你成长的问题后，你的大脑会积极寻求信息来解决这个问题。

### You become obsessed. You dive deeper into that crevice of reality. You can’t stop learning and building toward your goal. You start to realize that your problem wasn’t as shallow as you thought. You discover that to start a business, you need to learn persuasion. To learn persuasion, you must understand the mind. To understand the mind, you must understand reality. And before you know it, what started as a money problem becomes a deepened understanding of reality itself. This is the power of an interest-based education if you don’t get distracted from the endless string of problems or the greater purposes that lie ahead.

### 你变得痴迷了。你更深入地潜入现实的裂缝。你不能停止学习，朝着你的目标前进。你开始意识到你的问题并不像你想象的那么肤浅。你发现，要创业，你需要学会说服。要学会说服，你必须了解头脑。要了解心灵，你必须了解现实。在你意识到之前，最初的金钱问题变成了对现实本身的深入理解。如果你不从无尽的问题或未来更大的目标中分心，这就是基于兴趣的教育的力量。

### The cycle repeats. Once that cycle ends, a new one begins, and you will feel lost once more. You’ve stacked few interests, which is great, but you still feel as if you are just dipping your toes in. However, you are now at a level of mind that can start to solve deeper, more challenging problems. When you feel lost, here are a few things you can try to collect vision (or ideas that culminate into solutions).

### 循环重复。一旦这个循环结束，一个新的循环就开始了，你会再次感到迷失。你几乎没有兴趣，这很好，但你仍然觉得自己只是在试探。然而，你现在处于一种可以开始解决更深层次、更具挑战性问题的心态。当你感到迷茫时，以下是一些你可以尝试收集愿景

### （或最终形成解决方案的想法）的东西。

### Experiment inward. Rest. Nap. Journal. Walk. Embrace silence. Observe and deconstruct your thoughts. Attempt to catch a signal of opportunity. Follow your thoughts to a root problem. Reject your stupid busy life and set aside time for deep contemplation.

### 向内实验。休息，小憩。期刊。走路。拥抱沉默。观察并解构你的想法。试图抓住机会的信号。跟随你的想法找到一个根本问题。拒绝你愚蠢忙碌的生活，留出时间进行深入思考。

### Experiment outward. Learn. Read. Scroll. Build. Try new things. Refocus on the only things that matter in life. Health, wealth, relationships, happiness. Experiment with techniques that invest energy into a goal. Any goal. During the experimentation phase, you are trying to accumulate new experiences until your next quest becomes visible.

### 向外实验。学习。读。纸卷。建造。尝试新事物。重新关注生活中唯一重要的事情。健康、财富、人际关系、幸福。尝试将精力投入到目标中的技术。任何目标。在实验阶段，你试图积累新的经验，直到你的下一个任务变得可见。

Like a game, you are at a point where the quest is still locked, but you don’t have any other to pursue. You have to fumble around in the dark until you find a dimly lit candle off in the distance. If you lose your mind, you won’t notice it.

就像游戏一样，你处于一个任务仍然被锁定的阶段，但你没有其他任务可以追求。你必须在黑暗中摸索，直到你找到远处一根昏暗的蜡烛。如果你失去理智，你不会注意到的。

Now, understand that there is no time limit for this phase. It could last weeks, months, or years. You must stick it out until you accumulate enough vision to stop going wide and start going deep. When you progress through the lost phase and become interested, you must act fast to turn that into obsession. The experimentation never ends.

现在，请理解，这个阶段没有时间限制。它可能会持续数周、数月或数年。你必须坚持下去，直到你积累了足够的视野，不再走得太远，开始走得太深。当你在失去的阶段取得进展并变得感兴趣时，你必须迅速采取行动，将其转化为痴迷。实验永远不会结束。

### Experiment downward. The secret is to try everything until you find that one thing that you can’t pull yourself away from. When you find that one thing, go deep. Learn everything you can about that domain. Dissect all perspectives and avoid becoming dogmatic about one.

### 向下实验。秘诀是尝试一切，直到你找到一件你无法摆脱的事情。当你发现那件事时，深入探究。了解有关该域名的所有信息。剖析所有观点，避免对其中一个观点过于教条。

In nutrition, collect perspective and patterns from veganism, keto, carnivore, flexible dieting, and other ideologies until you are confident enough to create your

own that is closer to truth. In business, collect from e- commerce, freelancing, software, and other models until you note the principles that bring clarity to your own endeavors.

在营养学方面，从素食主义、酮主义、食肉主义、灵活节食和其他意识形态中收集观点和模式，直到你有足够的信心创造出更接近真理的自己的观点和模式。在商业中，从电子商务、自由职业者、软件和其他模式中收集信息，直到你注意到那些能让你自己的努力变得清晰的原则。

The only way to solve problems for good is through obsessive self-experimentation. Otherwise, it is a band-aid. A prescription. An assignment. And you know the dangers of locking your mind into someone else’s prison. People can diagnose and prescribe a solution to your problems, but they lack regard for the difference in perspective, goals, and experience from

解决问题的唯一方法是通过强迫性的自我实验。否则，它就是创可贴。处方。一项任务。你知道把你的思想锁在别人的监狱里的危险。人们可以诊断并为你的问题开出解决方案，但他们缺乏对不同观点、目标和经验的考虑

those prescribing the solutions. You will never have access to another person’s state of mind, and they will never have access to yours. This is the essence of human uniqueness.

那些规定解决方案的人。你永远无法了解别人的心态，他们也永远无法了解你的。这就是人类独特性的本质。

### Experiment upward. Persistence and iteration. I’m assuming that once you’ve found your obsession you want to make it a consistent part of your life. This means you must earn a creative income from that interest. You must integrate it into your entrepreneurial path.

### 向上实验。坚持和迭代。我假设，一旦你找到了你的痴迷，你想让它成为你生活中始终如一的一部分。这意味着你必须从这种兴趣中获得创造性收入。你必须把它融入你的创业道路。

In today’s world, that means a few things. Build a project to help others solve their problems. Write in public to attract people with those problems. Sell your project so you can continue pursuing your obsession. Improve your project as you learn what can only be learned through feedback. Evolve to a new project when you’ve reached the level that can only be reached through business.

在当今世界，这意味着一些事情。建立一个项目来帮助别人解决他们的问题。公开写作以吸引有这些问题

的人。卖掉你的项目，这样你就可以继续追求你的痴迷。在学习只能通过反馈才能学到的东西的同时，改进你的项目。当你达到了只有通过业务才能达到的水平时，就可以发展到一个新的项目。

Your life’s work doesn’t happen at some imaginary future moment. It happens at every passing moment. One foot in the unknown. Not so deep that you get anxious, and not so shallow that you get bored. But right where the meaningful flow of information is maximized. A gradual increase in challenge and complexity on the path of entrepreneurship. A mind framed with the constraints of a vision and anti- vision. Identifying a problem, accepting the challenge, experimenting

你一生的工作不会发生在某个想象中的未来时刻。它 每时每刻都在发生。一只脚在未知中。不要深到让你焦虑，也不要浅到让你无聊。但就在有意义的信息流最大化的地方。创业道路上的挑战和复杂性逐渐增加。被愿景和反愿景的约束所束缚的头脑。识别问题，接受挑战，进行实验

with options, discovering a solution, and sharing it with the world to solidifying your growth as a gift. When you do this, I can’t promise that you will achieve the success and fame you’ve always dreamed of, but I can assure you that you will not end up a mediocre clone.

有选择，发现解决方案，并与世界分享，以巩固你的成长。当你这样做的时候，我不能保证你会实现你一直梦想的成功和名声，但我可以向你保证，你最终不会成为一个平庸的克隆人。



# Your Life’s Work

# 你一生的工作

Your life’s work is to reach your potential. To see what you are capable of. To expand your capacity for knowledge and skill to tackle deeper, more interesting challenges. Your life’s work is getting paid to be yourself. To profit from purpose. By doing so, you become a beacon of value for others to follow and improve. The only other options are the opposite. To work for the sole purpose of survival and status. No creativity. No depth. No contribution to something greater than yourself. A selfish and unconscious existence where you become a puppet to society. You will never escape work, but everyone has the potential to fill their day with work that feels like play.

你一生的工作就是发挥你的潜力。看看你能做什么。扩

大你的知识和技能能力，以应对更深层次、更有趣的挑战。你一生的工作就是为了做你自己而得到报酬。从目的中获利。通过这样做，你成为了他人追随和改进的价值灯塔。唯一的其他选择是相反的。为了生存和地位而工作。没有创造力。没有深度。没有比你自己更大的贡献。一种自私和无意识的存在，你成为社会的傀儡。你永远无法逃避工作，但每个人都有可能用感觉像玩耍的工作来充实自己的一天。

The question isn’t “what do I do?” The question is “which way do I go?” Your life’s work, like everything else that is unknown and问题不是“我该怎么办？”问题是“我该走哪条路？”你一生的工作，就像其他未知的事情一样

worthwhile, doesn’t become clear in an instant. You feel lost at one moment, but if you have faith, you soon become curious. That curiosity leads to a period of intensity, a season of rapid progress where there is nothing you’d rather be doing but pursuing your purpose. Post-intensity, you enter a period of consistency where you maintain a higher baseline than before. You reach a new level of purpose and continue your ascent from a similar point in the spiral. You may not feel like you are progressing, but if you look down the mountain, you will see how far you’ve come.

值得，不会在一瞬间变得清晰。你曾一度感到迷茫，但 如果你有信心，你很快就会变得好奇。这种好奇心会导致一段时间的紧张，一个快速进步的季节，在这个季节里，除了追求自己的目标，你什么都不想做。在强度后，您将进入一个稳定期，在此期间您将保持比以前更高的基线。你达到了一个新的目标水平，并从螺旋中的类似点继续上升。你可能觉得自己没有进步，但如果你往下看，你会看到你已经走了多远。

Instead of obsessing over discovering your life’s work, pay attention to the opposite: where your life will end up if you keep performing the same actions. If you understand entropy— that all things tend toward disorder—you understand that by doing nothing with your life you choose to slowly drown in chaos. You don’t stay the same. You dig yourself deeper into a hole without trying. The good

life demands consistent effort toward reaching a new level of purpose.

与其痴迷于发现你一生的工作，不如注意相反的事情：如果你继续做同样的事情，你的生活将走向何方。如 果你理解熵——所有事物都趋向于混乱——你就会明 白，如果你对生活什么都不做，你就会选择慢慢淹没在混乱中。你不一样。你没有尝试就把自己挖得更深。美好的生活需要持续的努力，以达到一个新的目标水平。

But how do we transmute that negative and brutal awareness of what we don’t want out of life into something good, true, and beautiful? The secret lies in learning how to think, learning how to learn, and learning how to earn. All of them are found in the same process of making a goal conscious, creating a path to achieve it, and focusing your attention on lever-

但是，我们如何将这种对生活中不想要的东西的负面和残酷的认识转化为美好、真实和美丽的东西呢？秘诀在于学会思考，学会学习，学会赚钱。所有这些都是在同一个过程中发现的，即有目标意识，创造实现目标的道路，并将注意力集中在杠杆上-

moving actions that bring results as feedback. We’re already aware that infinite knowledge lies in the unknown waiting to be discovered. Now, you need a smart way to course correct along your journey. You can try to wander around the desert in hopes of finding water, but there is a high chance you’ll wander in the wrong direction from the start.

将结果作为反馈的行动。我们已经意识到，无限的知识存在于等待被发现的未知之中。现在，你需要一种聪明的方式来纠正你的旅程。你可以尝试在沙漠中漫步，希望找到水，但很有可能从一开始就走错了方向。

When you identify a problem that, once solved, lays a stepping- stone toward your vision, you need a plan. A plan is your surface area for luck, and if you don’t have one, or think you don’t need one, you may not realize that you are already acting toward one. Or your “plan” is not having a plan (which is still a plan). Now, a plan isn’t what most people think it is. It is not a list of steps that will never happen. It is an evolving blueprint that takes shape through trial and error.

当你发现一个问题，一旦解决，就为你的愿景奠定了垫脚石时，你需要一个计划。一个计划是你运气的表面区域，如果你没有一个，或者认为你不需要一个，你可能没有意识到你已经在为一个计划而行动。或者你的“计划”没有计划（这仍然是一个计划）。现在，一个计划并不是大多数人想象的那样。它不是一个永远不会发生的步

骤清单。这是一个通过反复试验形成的不断发展的蓝图。

A plan contains the rules of the game for how you live your life. The longer you play, the better you get, and you often forget the rules and win anyway. A powerful plan, composed of a vision, mission, projects, levers, and the rest prevent overwhelm as you progress toward your goals. A plan accounts for how you release and constrain entropy to achieve self-generated goals. I want to make this absolutely clear: nobody can tell you how to achieve your plan. They can only tell you how they achieved theirs. You can study their processes to help along the way, and you should, but the rest of the process lies in

计划包含了你如何生活的游戏规则。你玩的时间越长，你的表现就越好，而且你经常忘记规则，无论如何都 会赢。一个强大的计划，由愿景、使命、项目、杠杆等组成，可以在你朝着目标前进的过程中防止不知所措。计划说明了如何释放和约束熵以实现自我生成的目标。我想明确一点：没有人能告诉你如何实现你的计划。他们只能告诉你他们是如何做到的。你可以研究他们的过程来帮助他们，你应该这样做，但剩下的过程在于

continuing to solve problems.

继续解决问题。

I don’t say this to sound high and mighty. But I’ve never had a problem with knowing what I want in the future. When people say, “I don’t know what I want,” what they’re really saying is, “I don’t want to do the work it takes to get what I want.” It’s not that you don’t know what you want. It’s that you know what you don’t want—meaning you know what you want—and are hiding from the pain of reinventing yourself. You are hiding from the slow structural redesign of your identity.

我这么说并不是为了显得高高在上。但我从来没有想过 自己将来想要什么。当人们说“我不知道我想要什么”时，他们真正想说的是，“我不想为了得到我想要的东西而 付出代价。”这并不是说你不知道自己想要什么。这是因为你知道你不想要什么——这意味着你知道你想要什么——并且正在逃避重塑自己的痛苦。你正在躲避身份的缓慢结构重新设计。

I’ve always known what I wanted because it’s extremely simple to observe society and know what I don’t want: A job I hate. Work I don’t care about. A body that lacks energy and aesthetics. A partner I can’t stop arguing with. A mind that I can’t come to grips with. These are the main problems that lie in the conditioned human experience. The

problems that are the product of being treated as a machine. If you don’t know where to start, start there. You’ll be surprised where infinity takes you. From that alone, it’s easy to figure out what I had to do: Become an entrepreneur no matter how many times I fail. Gain the power to get rid of work I don’t want to do. Train on a daily basis and prioritize my energy. Then, allow those three things to open up more opportunities in every domain of life.

我一直都知道我想要什么，因为观察社会并知道我不想要什么是非常简单的：一份我讨厌的工作。我不在乎的工作。缺乏活力和美感的身体。一个我无法停止争论的搭档。一个我无法理解的想法。这些是制约人类经验的主要问题。这些问题是被当作机器处理的产物。如果你不知道从哪里开始，就从那里开始。你会惊讶于无限将你带向何方。仅凭这一点，就很容易弄清楚我必须做什么：无论我失败了多少次，都要成为一名企业家。获得摆脱我不想做的工作的力量。每天训练，优先考虑我的精力。然后，让这三件事在生活的各个领域开辟更多的机会。

Everybody knows that some form of this path is what

每个人都知道，这条路的某种形式是

they are meant to do. Your psyche craves actualization and transcendence. The depth of your being wants these things, but your ego is distracted by things it thinks it wants. That’s the problem. You don’t have a way to focus your mind. You don’t have a plan for your future that has more gravity than the distractions in your life. You struggle to maintain a long-term time horizon and get trapped in never-ending, short-term, stress-inducing tasks.

你的心灵渴望实现和超越。你内心深处想要这些东西，但你的自我被它认为想要的东西分心了。这就是问题 所在。你没有办法集中注意力。你没有一个比生活中的分心更重要的未来计划。你很难保持一个长期的时间范围，并被困在永无止境、短期、压力大的任务中。

In this chapter, I want to show you how to become valuable. How to create your own plan. In the next chapter on Value Creation, I want to show you how to use that value to persuade and inspire others. I will include snippets for how this chapter’s teachings translate to business and entrepreneurship, but ultimately, this entire book can be applied to both yourself and your supporters and customers. I would encourage you to read it twice. Once while improving yourself. Once while packaging up the value you’ve created to improve others.

在这一章中，我想向你展示如何变得有价值。如何制定自己的计划。在关于价值创造的下一章中，我想向

你展示如何利用这种价值来说服和激励他人。我将包括本章教义如何转化为商业和创业的片段，但最终，整本书都可以应用于你自己、你的支持者和客户。我建议你读两遍。在提升自我的过程中。一旦包装好你创造的价值，以改善他人。

Humans make sense of the world in stories. The mind is a story engine. When you learn how to create a story worth telling by forging your own path, how you attract others becomes trivial. Leaders naturally attract followers, and leaders still follow other leaders. So, learn to lead your own life through the depths of the unknown where all untapped potential lies. I will not be discussing details with this. I trust that you can hold these in

人类在故事中理解世界。头脑是一个故事引擎。当你学会如何通过开辟自己的道路来创造一个值得讲述的故事时，你如何吸引他人就变得微不足道了。领导者自然会吸引追随者，领导者仍然会追随其他领导者。所以，学会在未知的深处引领自己的生活，那里有所有未开发的潜力。我不会讨论这个细节。我相信你能把这些收起来

your mind and figure it out through trial and error.

你的头脑，通过反复试验来弄清楚。

### Anti-Vision. We start our story with an anti-vision. The bane of your existence. The first polar end of the worldview you will cultivate. A positive-fear mechanism that kicks you into action. Your anti-vision is the future that you do not want to live.

### 反视力。我们以反视力开始我们的故事。你存在的祸根。你将培养的世界观的第一个极端。一种积极的恐惧机制，促使你采取行动。你的反视力是你不想生活的未来。

Start a running note of experiences you do not want to repeat. The material you don’t care to learn. The work you don’t care to complete. The arguments you don’t wish to have. You won’t get rid of them in an instant. You are meant to identify them as problems to be solved.

开始记录你不想重复的经历。你不想学的材料。你不想完成的工作。你不希望有的争论。你不会在一瞬间摆脱它们。你应该把它们确定为需要解决的问题。

### Vision. If you don’t have a vision, you are lost. You can’t create outcomes, so you are doomed to the mechanical living of determined outcomes. Every

### decision you make in any domain of your life must be filtered through your vision. That is how you bring meaning to your actions and minimize distractions.

### 愿景。如果你没有远见，你就会迷失方向。你无法创造结果，所以你注定要机械地生活在确定的结果中。你在生活的任何领域做出的每一个决定都必须通过你的愿景来过滤。这就是你如何为你的行为带来意义，并尽量减少分心。

Write down exactly what you want out of life. Don’t miss a detail but realize this is an iterative process. You won’t get it right the first time around, and you probably never will. That’s not the point. Spend thirty minutes generating a minimum viable vision. Come back to it often to add, subtract, and

准确地写下你想从生活中得到什么。不要错过任何细节，但要意识到这是一个迭代过程。你第一次不会做对，而且可能永远也不会。这不是重点。花30分钟时间产生一个最低可行的愿景。经常回来加、减、和

improve as your desires inevitably change with your failures.

随着你的失败，你的欲望不可避免地会改变。

The main trait of an entrepreneur, a brand, or a company is their vision. Without a vision, your supporters can’t see where you are going and why it benefits them. Without an anti-vision, they don’t have a metaphorical enemy to rally against. They don’t have awareness of the life they don’t want to live, so you give them no reason to change it.

企业家、品牌或公司的主要特征是他们的愿景。没有愿景，你的支持者就看不到你要去哪里，以及为什么这对他们有利。如果没有反愿景，他们就没有一个隐喻的敌人可以团结起来。他们没有意识到自己不想过的生活，所以你没有给他们改变生活的理由。

### Mission. Your mission is the most important thing in your life. It is the bridge between what you do and don’t want. The path you are forging toward your vision. Your life’s work. Reaching your potential. Anything that leads to decay is a distraction that must be wrestled with and pinned.

### 使命。你的使命是你生命中最重要的事情。它是你做什么和不想做什么之间的桥梁。你正在为你的愿景开辟的道路。你一生的工作，发挥你的潜力。任何导致腐烂的东西都是一种分心，必须与之搏斗并加以固定。

Your mission evolves with awareness of new beliefs, opportunities, and knowledge. Your mission requires faith. You can’t see the next step unless you take the first. And once you do, the second may be completely different than anything you could have possibly imagined.

你的使命随着对新信仰、机会和知识的认识而发展。你的使命需要信念。除非你迈出第一步，否则你看不到下一步。一旦你做到了，第二个可能与你想象中的完全不同。

### Standards. You aren’t where you want to be because you are okay with where you are. But most of your standards are unconscious. As an example, if you are okay with having a few dollars to your name, you won’t register that as a problem to be solved. You relinquish your agency. This isn’t negative, this

### 标准。你不在你想去的地方，因为你对你所在的地方很满意。但你的大多数标准都是无意识的。例如，如果你同意在你的名字上有几美元，你就不会把它登记为需要解决的问题。你放弃你的代理权。这不是负面的，这

is empowering. If you view it as negative, you may be holding onto a rogue belief that shoots fear into your psyche because it is trying to survive the change. Your old identity won’t go down without a fight. Be mindful of that.

如果你认为这是消极的，你可能会坚持一种流氓信念，这种信念会让你的心理感到恐惧，因为它试图在变化中生存下来。你的旧身份不会不战而败。请注意这一点。

Standards are absorbed from your environment. The friends you hang out with. The books you read. The media you consume. The parents who raise you. The teachers who knew it all. The greatest decision you can make is to change your physical, mental, and spiritual environments for good. Immerse yourself in a pool of new people, new ideas, and new potentials that challenge you to create, expand, and transcend.

标准是从您的环境中吸收的。和你一起出去玩的朋友。你读过的书。你消费的媒体。养育你的父母。知道这 一切的老师。你能做的最大的决定就是改变你的身体、心理和精神环境。让自己沉浸在一群新人、新想法和新潜力中，挑战你创造、扩展和超越。

### Goals. Big goals are for direction. Small goals are for clarity. You don’t need motivation when the task in front of you is so stupidly simple that you can’t help but complete it. Break down your vision into goals by decade,

### year, month, week, and day. They are your guide, not your master. Be stubborn with vision and loose with details. Your goals will change, and that’s okay.

### 目标。大目标就是方向。小目标是为了清晰。当你面前的任务如此简单，以至于你忍不住要完成它时，你不需要动力。把你的愿景分解为十年、年、月、周和天的目标。他们是你的向导，不是你的主人。对愿景要固执，对细节要宽松。你的目标会改变，这没关系。

As stated, a plan is not a list of steps that won’t happen. It is an evolving blueprint. Your anti-vision, vision, and goals are necessary for decision-making, but do not hesitate to iterate as your wisdom develops. Goals come after vision, not before.

如前所述，计划不是一系列不会发生的步骤。这是一个不断发展的蓝图。你的反愿景、愿景和目标是决策所必需的，但随着你智慧的发展，不要犹豫，要不断迭代。目标出现在愿景之后，而不是之前。

### Projects. Projects are how you turn problems into solutions. Projects create a frame for your mind to expand into. Projects, after a period of invested mental energy, become a magnet for ideas and experience. Serendipity increases. Pattern recognition increases. Dopamine increases to signal information that helps you actualize the project.

### 项目。项目是你将问题转化为解决方案的方式。项目为你的思维拓展创造了一个框架。项目在投入一段时间的精力后，会成为吸引想法和经验的磁石。偶然性增加。模式识别能力增强。多巴胺会增加信号信息，帮助您实现项目。

Learning comes from struggle, not memorization. You need a series of tangible projects to build that will actualize your vision. Turn your goals into projects. Architect an outline, milestones, deadlines, and areas of research. Build, then learn. Start the project, expose your lack of knowledge and skill, and use that as a reference point for your education.

学习来自斗争，而不是记忆。你需要一系列有形的项 目来实现你的愿景。把你的目标变成项目。制定大纲、里程碑、截止日期和研究领域。建造，然后学习。开始这个项目，暴露你缺乏的知识和技能，并将其作为你教育的参考点。

### Constraints. A fool becomes rich at the expense of everything good in life. A creative becomes rich at the expense of his choice. Limitations on your goals force creativity. The question is, what are you not willing to sacrifice to achieve your goals?

### 制约因素。傻瓜以牺牲生活中的一切美好为代价变得富有。一个有创造力的人以牺牲自己的选择为代价变得富有。对目标的限制会迫使你发挥创造力。问题是，为了实现目标，你不愿意牺牲什么？

The creative challenge appears when you attempt to achieve a goal without betraying your vision. You can become rich without sacrificing your family. You can become healthy without sacrificing your work. You can become valuable without sacrificing what makes life worth living.

当你试图在不背叛愿景的情况下实现目标时，就会出现创造性挑战。你可以在不牺牲家庭的情况下变得富有。你可以在不牺牲工作的情况下变得健康，在不牺牲生活价值的情况下成为有价值的人。

### Levers. Every day, you need priority tasks that move the lever

### Levers。每一天，你都需要优先处理能够推动杠杆的任务

toward your projects, goals, and vision from the ground up. These are often perceived as boring fundamentals without the cultivation of a sense of mastery. Do what needs to be done but grip your vision as the anchor into the unknown. If you aren’t making progress, it’s because you aren’t moving levers, even if you think you are.

从头开始实现你的项目、目标和愿景。如果不培养掌握感，这些往往被视为无聊的基础知识。做需要做的事，但要把你的愿景作为未知的锚。如果你没有取得进展，那是因为你没有移动杠杆，即使你认为你在移动杠杆。

### Challenge. When a novice plays against a master, neither has fun. The novice becomes anxious while the master becomes bored unless they are not playing to win. When your skill is the perfect match for the challenge of a situation, the world goes quiet, and you become one with the problem to be solved.

### 挑战。当新手与大师对决时，两者都没有乐趣。新手变得焦虑，而大师则变得无聊，除非他们不是为了赢而玩。当你的技能与一种情况的挑战完美匹配时，世界就会安静下来，你就会成为一个有问题要解决的人。

Challenge is the source of enjoyment. Enjoyment is found on the tightrope between boredom and anxiety. Enjoyment

comes from solving problems. The path to meaningful living is often found in a simple shift in perspective. Problems aren’t the bane of your existence. They’re the reason for it.

挑战是快乐的源泉。快乐是在无聊和焦虑之间的钢丝上找到的。快乐来自于解决问题。通往有意义生活的道路往往在于视角的简单转变。问题不是你生存的祸根。他们就是原因。

### Curiosity. Be willing to steer off course and discover new potential. It is too easy to lock ourselves in the mechanical routine we were trying to escape. Be curious. Dive deep into your interests. Let few questions go unanswered. Avoid getting locked into paradigms and beliefs that narrow your mind on one idolized path. Your vision is like a battery. You must fuel it with experience, education, and misdirection.

### 好奇心。愿意偏离轨道，发现新的潜力。我们很容易 把自己锁在我们试图逃避的机械程序中。保持好奇心。深入挖掘你的兴趣。让很少的问题得不到回答。避免陷入将你的思想局限在一条偶像化道路上的范式和信仰中。你的视力就像一个电池。你必须用经验、教育和误导来推动它。

When you are lost, run through this process. When your relationships are failing, run through this process. When your business won’t get off the ground, run through this process. Every successful interaction with reality starts and ends with a clear image of the want, clarity on how to achieve it, and creative execution to acquire rare results.

当你迷失方向时，请完成这个过程。当你的关系失败时，经历这个过程。当你的业务无法启动时，请完成这个过程。每一次与现实的成功互动都以对需求的清晰认识、如何实现的清晰认识以及获得罕见结果的创造性执行开始和结束。



# Value Creation

# 价值创造

Few people have realized this, but you can learn and build almost anything thanks to the internet. You have the mind of Einstein and DaVinci in your pocket. If you have the agency and desire, you can find a path to acquiring the knowledge you need to build what you want. It’s an uncertain path, but very possible.

很少有人意识到这一点，但多亏了互联网，你几乎可以学习和构建任何东西。你的口袋里装着爱因斯坦和达芬奇的思想。如果你有主动权和欲望，你可以找到一条获得所需知识的道路，以建立你想要的东西。这是一条不确定的道路，但很有可能。

Building a website used to take multiple engineers to build and maintain. Now, you can sign up for a website builder, choose a template, change it to your liking, and not have to worry about it much after that. Even further, with the development of AI tools, you can simply tell it to build a website with certain specifications and it will spit out the raw code for you. Then, you can chat with the AI to refine it further, learn how to host

建立一个网站过去需要多名工程师来构建和维护。现在，你可以注册一个网站建设者，选择一个模板，根据自己 的喜好进行更改，之后就不用担心了。更进一步，随着人工智能工具的发展，你可以简单地告诉它构建一个具有特定规格的网站，它会为你吐出原始代码。然后，您可以与AI聊天以进一步改进它，学习如何主持

it, and learn how to start getting customers.

学习如何开始吸引客户。

This seems to be the general trend of today’s world. What used to require more resources and labor now requires less, and with AI, “less” is inching closer to zero. For high- agency individuals, this is liberating, as they can unleash their nature as deep generalists. For low-agency individuals, this is oppressive, as they themselves are tools that can be replaced. We will discuss this later. For now, understand this: The ability to earn with your mind, not your time, labor, or looks, is how you become in control of what you do and how much you make. Especially as we go deeper into this uncertain future.

这似乎是当今世界的大趋势。过去需要更多资源和劳动力的东西现在需要更少，而有了人工智能，“更少”正逐渐接近零。对于高级管理人员来说，这是一种解放，因为他们可以释放自己作为深度通才的天性。对于低代理的个人来说，这是一种压迫，因为他们本身就是可以被取代的工具。我们稍后会讨论这个问题。现在，请理解这一点：用你的头脑赚钱的能力，而不是你的时间、劳动或外表，是你如何控制自己的行为和收入的。尤其是当我们深入到这个不确定的未来时。

When anyone can create anything, getting people to care

becomes the problem, and finding people in the first place stems from that. Most people think their problem is that nobody finds their interests interesting, but the reality is that they don’t know how to make their interests interesting to other people. You adopt new interests every week, month, and year. That means other people can too if you understand the process behind what generates interest. When you can do that, you unlock the key to creating something valuable. It’s less about what you create and more about how you create it, why people should care about it, and what makes it unique. Let’s start with that.

当任何人都可以创造任何东西时，让人们去关心就成了问题，而从一开始就要找到人。大多数人认为他们的问题是没有人觉得他们的兴趣有趣，但现实是他们不知道如何让别人对他们的兴趣感兴趣。你每周、每月和每年都有新的兴趣爱好。这意味着，如果你了解产生兴趣的过程，其他人也可以。当你能做到这一点时，你就解锁了创造有价值事物的钥匙。这与其说是你创造了什么，不如说是你如何创造它，为什么人们应该关心它，以及是什么让它与众不同。让我们从这个开始。

Money is a unit of value. Value is a measure of how much people care multiplied by the magnitude of problems you solve, and problems are infinite. Power is the degree to which one can change behavior. In the past, the main way of acquiring power was through force or deception. But when gunpowder came along, force became a less viable method (for obvious reasons). Deceit still exists, but if you choose that as a way to make money, it’s only a matter of time before reviews and reputation catch up with you. It’s not wise. It’s not hard to see that money that stems from force or deception won’t make you happy.

货币是一种价值单位。价值是衡量人们关心的程度乘以你解决的问题的严重程度，而问题是无限的。权力是一个人改变行为的程度。在过去，获取权力的主要方式是通过武力或欺骗。但当火药出现时，武力成为一种不太可行的方法（原因显而易见）。欺骗仍然存在，但如果你选择它作为赚钱的方式，那么评论和声誉赶上你只是时间问题。这不明智。不难看出，来自武力或欺骗的金钱不会让你快乐。

We all want people to care about our creations, and persuasion is the only way to do that while still being able to sleep at night. Persuasion, in the way we will define it, is the act of inspiring people to see the importance of what you do by how it impacts their life for the better. If power is the degree to which one can change behavior, and behavior

change is the root solution to both personal and global problems, then persuasion is the most ethical form of power anyone can develop. When most people want something, they explain what they want without understanding the mind of the other person, so they rarely receive it. Learning to persuade allows you to strive for mutual benefit—a positive-sum game—because you are able to articulate their desires often better than they can.

我们都希望人们关心我们的创作，而说服是在晚上还能睡觉的情况下做到这一点的唯一方法。说服，正如我们将定义的那样，是一种激励人们通过你所做的事情如何影响他们的生活来认识到你所做事情的重要性的行为。如果权力是一个人改变行为的程度，而行为改变是个人和全球问题的根本解决方案，那么说服是任何人都能发展的最合乎道德的权力形式。当大多数人想要某样东西时，他们会在不了解对方想法的情况下解释他们想要什么，所以他们很少得到它。学会说服可以让你为互惠互利而努力——一场正和游戏——因为你能够比他们更好地表达他们的愿望。

As an entrepreneur, you are not only persuading one person but an increasing number of people over time. The way you get in front of those people is through media. In the past, this was through handwritten letters, newspapers, the radio, billboards, or TV, which are highly limited for obvious reasons. Paid advertisements and other forms of media are also promising, but for beginners who don’t know a thing about it, I do not believe it is the wise option. Of course, be adaptable. We’re heading toward an uncertain future, but the fact remains that you will need to persuade with media as one major part of your entrepreneurial journey.

作为一名企业家，你不仅要说服一个人，而且要说服 越来越多的人。你在这些人面前的方式是通过媒体。在过去，这是通过手写信件、报纸、广播、广告牌或电视实现的，由于显而易见的原因，这些方式受到了极大的限制。付费广告和其他形式的媒体也很有前景，但对于那些对此一无所知的初学者来说，我认为这不是明智的选择。当然，要适应。我们正走向一个不确定的未来，但事实仍然是，你需要说服媒体，这是你 创业之旅的一个重要组成部分。

It just so happens that the highest leverage place to create— right now, at least—is on the internet. It is the path of high agency. You don’t need permission to create something and post it on the internet. You don’t need

permission to navigate idea space and find the information you need. This may change in the future, but that only reinforces the point. No matter if it’s the internet or intergalactic space or virtual reality, the answer has been and always will be to share the value you acquire in a place where the right people can find it.

碰巧的是，创造的最高杠杆率的地方——至少现在—

—是在互联网上。这是高级代理的道路。您无需获得许可即可创建内容并将其发布到互联网上。你不需要权限来浏览创意空间并找到你需要的信息。这在未来可能会改变，但这只会强化这一点。无论是互联网、星际空间还是虚拟现实，答案一直是并将永远是在合适的人可以找到的地方分享你获得的价值。

With the internet came the under-appreciated power of building an audience. In the past, there weren’t any good ways of retaining communication access with the people who trust you and support your work. As people have grown tired of

随着互联网的出现，建立观众群的力量被低估了。过去，没有任何好的方法来保持与信任你并支持你工作的人的沟通

centralized institutions controlling the flow of attention, more people have been taking to the creator economy as their source of news, education, and sense making. To me, it seems like the path forward for sovereign individuals is to build their own audience, rather than being at the whim of any given system that allows you to tap into their audience. Publishers, record labels, employers, and the rest. When you have an audience, you can write a book, make music, or find work by the simple act of sharing what you do, who you do it for, and why you do it in public.

集中的机构控制着注意力的流动，越来越多的人将创作者经济作为他们的新闻、教育和意义建构的来源。在我看来，主权个人的前进之路似乎是建立自己的受众，而不是受制于任何允许你接触他们受众的系统。出版商、唱片公司、雇主和其他人。当你有观众时，你可以写一本书、制作音乐或找工作，只需简单地分享你的工作、你为谁做以及你为什么在公共场合做。

To dumb this down, you need to attract people to what you create with persuasive writing, speaking, video, or images. As we will discuss in the next chapter, the best way for most people to start is with writing. Anyone can write. Now, this statement typically makes specialists lose their minds. They don’t want to do anything other than type code, make music, or design graphics. They want to focus on their craft but don’t realize their craft is worthless if

others don’t know or care about it. They don’t realize that the only way they can currently make a living is to work for someone else who creates the media that brings in customers.

为了降低这一点，你需要用有说服力的写作、演讲、视频或图像吸引人们。正如我们将在下一章讨论的那样，对大多数人来说，最好的开始方式是写作。任何人都可以写作。现在，这种说法通常会让专家们失去理智。他们只想输入代码、制作音乐或设计图形。他们想专注于自己的手艺，但没有意识到如果其他人不知道或不关心他们的手艺，他们的手艺就毫无价值。他们没有意识到，他们目前唯一能谋生的方式就是为创造吸引客户的媒体的人工作。

There are a few moving pieces here. In business, you need a product—your value packaged in a way that others can benefit from—and a group of people who care about that product

这里有一些移动的部分。在商业中，你需要一个产品

——你的价值以一种其他人可以从中受益的方式包装

——以及一群关心该产品的人

enough to buy it. You can place your product in front of people, but if they can’t see why it benefits their lives, they won’t care about it. You can have what you believe is the most valuable product, but if you don’t place it in front of people, they don’t have a chance to care about it.

你可以把你的产品放在人们面前，但如果他们看不到为什么它对他们的生活有益，他们就不会关心它。你可以拥有你认为最有价值的产品，但如果你不把它放在人们眼前，他们就没有机会关心它。

This pattern is reflected in relationships. You can place yourself in front of a group of potential partners, but if they can’t see where you fit into their life, they won’t care about you. You can believe you are the most developed individual, but if you sit inside all day, potential partners don’t have a chance to care about you.

这种模式反映在关系中。你可以把自己放在一群潜在的伴侣面前，但如果他们看不到你适合他们的生活，他们就不会关心你。你可以相信自己是最发达的人，但如果你整天坐在里面，潜在的伴侣就没有机会关心你。

For both scenarios, some individuals won’t have an identity that meshes with yours. You or your product can be objectively promising, but it won’t matter if the

individual doesn’t have a mind that can relate. You must be in the right place, at the right time, in front of the right people. When you publish your work in public, with intention, persistence, and iteration, you increase the surface area of people who may care about your work. For those who think this sounds uncertain or difficult, I must remind you that the other option—what you’ve been doing—is more uncertain or difficult while hiding under a veil of comfort and ease.

对于这两种情况，有些人的身份与你的身份不符。你或你的产品在客观上可能很有前景，但如果这个人没有一个能产生共鸣的头脑，那也没关系。你必须在正确的时间出现在正确的地点，在正确的人面前。当你公开发表你的作品时，带着意图、坚持和迭代，你增加了可能关心你作品的人的表面积。对于那些认为这听起来不确定或困难的人来说，我必须提醒你，另一种选择——你一直在做的事情——在舒适和安逸的面纱下更不确定或更困难。

As a species, we are wired to seek approval from others. We

作为一个物种，我们天生就会寻求他人的认可。我们

don’t want to be outcasts from our tribe. That desire has built the beautiful, self-corrective world we live in. If we don’t want to be cast out, we must contribute value to a group of people who can benefit from that value and give us what we want in return. If we don’t contribute value, we close ourselves off to the progress, purpose, and profit that makes life worth living.

不想被我们部落抛弃。这种欲望建立了我们生活的美丽、自我纠正的世界。如果我们不想被抛弃，我们必须为一群能够从这种价值中受益的人贡献价值，并给予我们想要的回报。如果我们不贡献价值，我们就会把自己封闭在使生活值得过的进步、目标和利润之外。

The point is clear: You need people and a product. You attract people to that product with media. But neither of those things—media or product—are valuable in and of themselves. You need to package them up as an offer. You don’t ask people to pay you. You offer them value in exchange for another form of value. In the case of a product, it’s money. In the case of media, it’s attention. Both are valuable. Don’t waste people’s time.

重点很清楚：你需要人和产品。你通过媒体吸引人们购买该产品。但这些东西——媒体或产品——本身都没有价值。你需要把它们打包成报价。你不要求别人付钱给你。你为他们提供价值，以换取另一种形式的价值。就产品而言，就是钱。就媒体而言，这是关注。两者都很

有价值。不要浪费人们的时间。

Value is perception. Perception is the difference between a basic t-shirt that costs a few bucks and a luxury t-shirt that costs a few hundred. It’s the difference between a Rolex or Porsche and any other watch or car you could buy for much less. This isn’t to say that you need to position yourself as a luxury brand—because both options have clearly led to successful business ventures—but it is to say that different people value different things. One man’s trash is another man’s treasure, as the platitude goes.

价值就是感知。感知是几美元的基本t恤和几百美元的豪华t恤之间的区别。这就是劳力士或保时捷与你能以更低价格买到的任何其他手表或汽车之间的区别。这并不是说你需要把自己定位为一个奢侈品牌——因为这两种选择显然都带来了成功的商业投资——而是说不同的人重视不同的东西。俗话说，一个人的垃圾是另一个人的宝藏。

So, how do we shape perception? How do we package up our media and product that allows us to leverage the power of persuasion? How do we make ourselves and our creations valuable? The solution is quite simple, but as with any skill, it can take a lifetime to master. Answer these five questions.

那么，我们如何塑造感知？我们如何包装我们的媒体和产品，使我们能够利用说服力？我们如何让自己和我们的创造物变得有价值？解决方案很简单，但与任何技能一样，掌握它可能需要一生的时间。回答这五个问题。

### Who can you help the most? Personality is the largest influence on perception. Someone who does not identify as a coffee drinker will not see the value in an expensive cup of craft coffee. Someone who identifies as a “car person” will not see the value in a cheap and easily purchasable car.

### 你能帮助谁最多？人格对感知的影响最大。一个不认同自己是咖啡饮用者的人不会看到一杯昂贵的精咖啡的价值。一个自认为是“汽车人”的人不会看到廉价且易于购买的汽车的价值。

By all measures, the most fulfilling and impactful person to help is yourself. People with a similar personality. People who are attracted to your vision and anti-vision. People who have shared goals but aren’t sure of a way to achieve those goals that they, of all people, will enjoy and stick

with. When you create for your past self, the rest of this process falls into place. This is the topic of the Self- Monetization chapter.

从各方面来看，最有成就感和影响力的人是你自己。 具有相似性格的人。被你的视力和反视力所吸引的人。有共同目标但不确定如何实现这些目标的人，在所有人中，他们会喜欢并坚持下去。当你为过去的自己创造时，这个过程的其余部分就会到位。这是自我货币 化一章的主题。

### What problem are you solving? The first step of persuasion, storytelling, sales, self-improvement, and progress as a whole is identifying the most burning problem to be solved and making the person aware of it. If they aren’t aware of a problem, they won’t have the desire to change. Your creation will lose all potential to be perceived as valuable. The problem

### 你正在解决什么问题？说服、讲故事、销售、自我提升和整体进步的第一步是确定需要解决的最紧迫的问题，并让人们意识到这一点。如果他们没有意识到问题，他们就不会有改变的欲望。你的创作将失去所有被视为有价值的潜力。的问题

always comes first. In stories, it sparks curiosity and hooks the reader. It is the first qualifying checkpoint the reader uses to determine whether it’s worth their time to continue or find something else that tickles the right part of their brain.

总是第一位的。在故事中，它激发了好奇心，吸引了读者。这是读者用来确定是否值得他们花时间继续或找到其他能刺激他们大脑右半球的东西的第一个合格检查点。

The levels of problem awareness are unaware, problem aware, solution aware, product aware, and most aware. Most people you come across will lie between unaware and solution-aware. Your job is to speak to them where they are. You aren’t going to speak to someone who isn’t aware they have a problem the same way you would speak to someone who’s already tested solutions. This requires creativity and dexterity. It can’t be taught through words. It can only be learned through persistent trial and error on a long enough time horizon, which is why so few people have this irreplaceable skill.

问题意识的层次是无意识、有问题意识、有解决方案意 识、有产品意识和最有意识。你遇到的大多数人都会处于无意识和有解决方案意识之间。你的工作是在他们所在的地方与他们交谈。你不会和那些不知道自己有问题的人说话，就像你和已经测试过解决方案的人说话一样。这需要创造力和灵活性。它不能通过言语来教授。它只能通过在足够长的时间范围内不断尝试和错误来学习，

这就是为什么很少有人拥有这种不可替代的技能。

In your writing, speaking, designs, videos, products, and the rest, you must make an educated guess at the majority awareness level of the people who will see the media or product. This is how you capture attention in a world of noise. Pull from your personal experience to start, then keep a finger on the pulse of the information in the space you are trying to join. What problem did you solve in your life? What was your mindset then? What objections came to mind when presented with a solution? As you come across persuasive ideas you can use on your journey, write them down and keep them safe.

在你的写作、演讲、设计、视频、产品和其他方面，你必须对会看到媒体或产品的人的大多数意识水平做出有根据的猜测。这就是你在嘈杂的世界中吸引注意力的方式。从你的个人经历开始，然后密切关注你试图加入的空间中的信息脉搏。你在生活中解决了什么问题？你当时的心态是什么？当提出解决方案时，你会想到什么反对意见？当你遇到可以在旅途中使用的有说服力的想法时，把它们写下来并保护好。

### Where do they want to be? The second step of persuasion is the desired outcome. The purpose. The direction. The ideal lifestyle that—once the problem is solved—they make progress toward. You don’t need to give them the full solution, as that’s near impossible due to the nature of change and evolution, but you can help them take a few steps, and that’s more valuable than staying the same. Entropy isn’t kind to those who stay the same.

### 他们想去哪里？说服的第二步是期望的结果。目的。方向。一旦问题得到解决，他们就会朝着理想的生活方式前进。你不需要给他们完整的解决方案，因为由于变化和进化的性质，这几乎是不可能的，但你可以帮助他们采取一些步骤，这比保持不变更有价值。熵对那些保持不变的人不好。

Pull from your vision and get specific. What are you helping them achieve? What is the transformation? The more specific you can get with this, the more desire it will generate in a reader, viewer, or listener who is already aware of the problem. Most people don’t want to “revolutionize their mind,” but everyone wants to “have ten less negative thoughts by tomorrow.”

从你的愿景中抽离出来，变得具体。你在帮助他们实现什么目标？转型是什么？你对此的理解越具体，它就会在已经意识到问题的读者、观众或听众中产生越

多的欲望。大多数人不想“彻底改变他们的思想”，但每个人都想“到明天减少十个负面想法”

### When will they get results? The greatest marketing strategy is clarity paired with pure honesty. When the reader can make sense of how long it will take them to solve the problem and achieve the goal, they are much more likely to act. Creating a timeframe—like six months, fourteen days, or five minutes—does two things: First, it requires you to shrink or expand your content or product to be more direct and impactful. Second, it adds another structural pillar to the reader’s mind. The more clarity they have, the more likely they are to change their behavior, and behavior change is the only

### 他们什么时候能得到结果？最伟大的营销策略是清晰与纯粹的诚实相结合。当读者能够理解他们解决问题和实现目标需要多长时间时，他们更有可能采取行动。制定一个时间框架——比如六个月、十四天或五分钟——有两件事：首先，它要求你缩小或扩大你的内容或产品，使其更直接、更有影响力。其次，它为读者的思想增添了另一个结构性支柱。他们越清楚，就越有可能改变自己的行为，而行为改变是唯一的

metric that matters. Otherwise, your content or product won’t get results, and they are not valuable.

重要的指标。否则，你的内容或产品将不会得到结果，也没有价值。

As you can tell, these tips are not immediately practical. I am not trying to tell you exactly what to do, I am planting seeds of awareness in your mind. If you were to take these ideas with you as you push into the unknown, you will notice these persuasion principles everywhere you go, and that will teach you more than the words on this page. That, by all measures, is the best way to learn. Perspective, persistence, and pattern recognition. Keep these ideas top of mind as you go about your new life.

正如你所看到的，这些提示并不是立即实用的。我并不是想告诉你该怎么做，我是在你的脑海里播下意识的种子。如果你在探索未知的过程中随身携带这些想法，你会在任何地方都注意到这些说服原则，这将教会你比这页上的文字更多的东西。无论如何，这都是最好的学习方式。透视、持久性和模式识别。在你开始新生活的时候，把这些想法放在首位。

### Why should they care? Persuasion ultimately boils down to a strong stack of “whys” that empower the reader to change their mind, then their behavior, then their life.

### The simplest way to do this is by thinking in terms of pains and benefits. This is best done by writing them out on paper and capturing more as ideas come to mind.

### 他们为什么要关心？说服最终归结为一大堆“为什 么”，让读者改变主意，然后改变行为，然后改变生活。最简单的方法是从痛苦和利益的角度思考。最好的办法是把它们写在纸上，并在想到想法时捕捉更多。

Take the big problem you plan to solve and break it down into smaller pain points. You are attempting to amplify the problem to show the reader that it is a higher priority than they think because the longer the problem goes unsolved, the more damage it can do. If the big problem is “weight loss,” then a pain point can include how feeling sluggish can pull

把你计划解决的大问题分解成更小的痛点。你试图放大这个问题，向读者展示它比他们想象的更重要，因为问题解决的时间越长，它造成的损害就越大。如果大问题是“减肥”，那么痛点可能包括感觉迟钝会带来什么

energy away from their work or relationships. If we continue to ask, “Why should they care?” then we can dig deeper until we reach the core. Having little energy to pour into your work can cause poor performance. Poor performance eventually leads to earning less or losing the source of income. In the relationship, their partner either joins them and the attraction fades, or their partner fixes the problem, deems them unfit, and leaves.

从工作或人际关系中抽离精力。如果我们继续问，“他们为什么要关心？”那么我们可以更深入地挖掘，直到我们到达核心。没有多少精力投入到工作中会导致糟糕的表现。糟糕的表现最终会导致收入减少或失去收入来源。在这段关系中，他们的伴侣要么加入他们，吸引力就会消失，要么他们的伴侣解决问题，认为他们不合适，然后离开。

On the more positive side, you can balance out the pain points with the benefits of reaching where they want to be once the problem is solved. In this case, they do better at work— leading to benefits I don’t need to state—and create the potential for a relationship of attraction, desire, and fulfillment due to the increase in energy and confidence.

从更积极的方面来看，你可以在痛点与问题解决后到达他们想去的地方的好处之间取得平衡。在这种情况下，他们在工作中表现更好——带来了我不需要说的好处—

—并由于能量和信心的增加，创造了吸引力、欲望和满足感的关系的潜力。

### How do you solve the problem? You solve the problem with a process. A process that you’ve created through experimentation in a way that works for your personality. Your process is the product, but that process can come in many forms, and sometimes it needs education or guidance to implement it best. Of course, a product like a cup or shirt isn’t a process, but they also aren’t solutions to a problem unless they are positioned as such. At that point, a simple cup or shirt can very well be a part of a process to solve that problem. If you want to be more persuasive when selling a commodity,

### 你是怎么解决这个问题的？你用一个过程来解决这个问题。你通过实验创造的一种适合你个性的过程。你的过程就是产品，但这个过程可以有多种形式，有时需要教育或指导才能最好地实施。当然，像杯子或衬衫这样的产品不是一个过程，但除非它们被定位为这样，否则它们也不是问题的解决方案。在这一点上，一个简单的杯子或衬衫很可能是解决这个问题的过程的一部分。如果你想在销售商品时更有说服力，

then you will have to get creative as to how that product can help someone progress through the story toward your vision.

然后，你必须发挥创造力，了解该产品如何帮助别人在故事中朝着你的愿景前进。

A process, in this context, is a creative system that breeds knowledge, skill, and awareness to bridge the gap between problem and solution. You create this process by either reflecting on your experience as to how you achieved the goal or creating the process through experimentation.

在这种情况下，过程是一个创造性的系统，它培养知 识、技能和意识，以弥合问题和解决方案之间的差距。你可以通过反思你如何实现目标的经验或通过实验创建这个过程来创建这个过程。

You can find a plethora of daily planners on the internet, but if you want to create your own, your process needs to be slightly better for the personality you are selling to. If you are attempting to create a process for the goal of productivity, you would purchase multiple planners, experiment with them, pull the best parts from each, refine it with your own ideas, package your solution up, and put it on the market.

你可以在互联网上找到大量的日常计划者，但如果你想创建自己的计划者，你的流程需要稍微好一点，以

适应你所销售的个性。如果你试图创建一个以生产力为目标的流程，你会购买多个计划者，对它们进行实验，从每个计划者中提取最好的部分，用你自己的想法对其进行改进，打包你的解决方案，并将其投放市场。

In summary, anything you create does not come in a form that is often perceived as valuable. You must determine who it’s for, what problem you solve, where they want to be, when they will get results, and why they should care. Any one of those will increase the persuasive capacity of your creation, but all of them together will make your offer irresistible.

总之，你创造的任何东西都不会以通常被认为有价值的 形式出现。你必须确定它是为谁准备的，你解决了什么问题，他们想去哪里，什么时候能得到结果，以及他们为什么要关心。其中任何一个都会增加你创作的说服力，但所有这些加在一起都会让你的提议变得不可抗拒。



# The Meta Skill

# 元技能

Before humans, simple organisms like amoebas could only gather information with the sense of touch. They only knew what was in their direct vicinity. As evolution hurled forward, organisms were able to gather far away information with sight, smell, and sound. Then, memory developed, and animals could base their decisions on the past.

在人类出现之前，像变形虫这样的简单生物只能通过触觉收集信息。他们只知道附近有什么。随着进化的推进，生物体能够通过视觉、嗅觉和声音收集遥远的信息。然后，记忆发展了，动物可以根据过去做出决定。

When humans came around—and after a very long period, slow progress that then increased exponentially—we gained the power to control the planet. We have become creators of our destiny, not just consumers of our environment. Information could now be stored in consciousness, not only genes or traces of memory. When writing was invented during the axial period, information took a step toward universality.

当人类出现时——经过很长一段时间，缓慢的进步，然后呈指数级增长——我们获得了控制地球的力量。我们已经成为命运的创造者，而不仅仅是环境的消费者。信息现在可以存储在意识中，而不仅仅是基因或记忆的痕迹。当文字在轴心时期被发明时，信息朝着普遍性迈出了一步。

Information is what we use to avoid danger, discover new potential, acquire knowledge, and make decisions that lead to a good future. It started with songs, myths, and stories told around campfires. It advanced with the printing press, radio, and television. Now, attention and the spread of information are dominated by the media. With the emergence of the internet, there is hope. People no longer need to rely on either the information in their environment or the information controlled by institutions to make better decisions and achieve any version of success. Writing and speaking are the foundational modes of communication, and since speaking was often written down to preserve, writing as a whole has acted as a collective memory, allowing humans to avoid past mistakes and thrive.

信息是我们用来避免危险、发现新的潜力、获取知识和做出决定以创造美好未来的工具。它始于围绕篝火讲述的歌曲、神话和故事。它随着印刷机、广播和电视的发展而进步。现在，注意力和信息传播都由媒体主导。随着互联网的出现，有了希望。人们不再需要依赖环境中的信息或机构控制的信息来做出更好的决策并取得任何形式的成功。写作和口语是沟通的基本模式，由于口语经常被写下来保存，写作作为一个整体起到了集体记忆的作用，使人类能够避免过去的错误并茁壮成长。

Here’s where it gets interesting. Information is the code of

your mental operating system. As humans, we adopt goals we are forced, deceived, or persuaded to adopt. Then, we collect ideas to help us achieve those goals. As these goals and ideas form an interconnected web of systems, we call it our identity, or self, and it either limits or expands our potential in life.

这就是它变得有趣的地方。信息是你心理操作系统的代码。作为人类，我们接受被迫、欺骗或被说服接受的目标。然后，我们收集想法来帮助我们实现这些目标。由于这些目标和想法形成了一个相互关联的系统网络，我们称之为我们的身份或自我，它限制或扩展了我们在生活中的潜力。

Before the internet—and still to this day, but to a lesser degree—the spread of information was centralized. The government, education and employment systems, religious establishments, and mainstream media held the most attention

在互联网出现之前——直到今天，但程度较轻——信息的传播是集中的。政府、教育和就业体系、宗教机构和主流媒体最受关注

in the minds of children who grew into parents. Parents held the attention of their children, who went on to engage, learn, and work for a groundless construct that no longer serves us.

在成长为父母的孩子心中。父母吸引了孩子的注意力，他们继续为一种不再为我们服务的毫无根据的建构而 参与、学习和工作。

With the goals of society injected as a homing mechanism into your mind, your only option was to become a hard worker toward the goals of that society. The information you gathered was perceived through the lens of those goals. The default outcome for the masses was slavery. Not physical, but mental. This is important. The ideas that occupy your head are what determine your potential. If the only ideas you are exposed to are the ones that your goals allow you to perceive, and those goals weren’t decided by you but where your attention was placed, and the default magnet for your attention was society at large, then there doesn’t seem to be anything more important than changing and contributing to the primary set of ideas floating where most of the attention is. Right now, that’s on the internet.

随着社会目标作为一种归巢机制注入你的脑海，你唯一的选择就是成为一个努力实现社会目标的人。你收集的信息是通过这些目标的视角来感知的。大众的默认结果是奴隶制。不是身体上的，而是精神上的。这很重要。

占据你头脑的想法决定了你的潜力。如果你接触到的唯一想法是你的目标允许你感知的想法，而这些目标不是由你决定的，而是由你的注意力所在的地方决定的，并且吸引你注意力的默认磁铁是整个社会，那么似乎没有什么比改变和促进大部分注意力所在的主要想法更重要的了。现在，这是在互联网上。

The internet has sparked the potential for the decentralized spread of information to those of high agency. There is still centralization in the media, but it will only continue to dissolve as more individuals create the media they want to see in the world. The ideas that hold the most mental real estate will determine the outcome of humanity. We need more writers, entrepreneurs, and creators who develop their互联网激发了信息向高层分散传播的潜力。媒体仍然存在集中化，但随着越来越多的人创造他们想在世界上看到的媒体，它只会继续瓦解。拥有最多精神财富的思想将决定人类的结果。我们需要更多的作家、企业家和创作者来发展他们的

minds to distribute valuable knowledge and products that impact the course of evolution. Most people don’t need more assignments. They need more powerful ideas that shape their worldview so they can think and earn for themselves.

思想传播影响进化过程的有价值的知识和产品。大多数人不需要更多的任务。他们需要更强大的想法来塑造他们的世界观，这样他们才能自己思考和赚钱。

The world needs more creators. More synthesizers. More people who set their sights on a vision, develop themselves accordingly, solve problems along the way, and pass down their knowledge with what they create so others can benefit. To create is to pass down knowledge. To pass down knowledge is to contribute to the cumulative progress of humanity. If we always had to start over from scratch, we wouldn’t be very developed as a species, and we probably wouldn’t be here right now. Writing, on any scale, is responsible for the world we live in today.

世界需要更多的创造者。更多合成器。更多的人将目 光投向一个愿景，相应地发展自己，解决一路上的问题，并将他们的知识与他们创造的东西一起传递下去，这样其他人就可以受益。创造就是传递知识。传承知识就是为人类的累积进步做出贡献。如果我们总是不得不从头开始，我们作为一个物种就不会很发达，我们现在可能也不会在这里。无论何种规模的写作，都

对我们今天生活的世界负有责任。

Let me make this as clear as I can. In a world where most people are worried about what skills they should learn, start writing. The mark of a free individual is that they do many things throughout their life. This requires them to learn how to learn, how to think, and how to earn. Writing checks the boxes of all three. Schools and jobs tell us what to learn, hinder our ability to think, and prepare us to earn within narrow boundaries. Writing is how you solidify understanding of your studies, mold your thoughts in physical form, and create something worth paying for.

让我尽可能清楚地说明这一点。在一个大多数人都担心自己应该学习什么技能的世界里，开始写作吧。一个自由的人的标志是他们一生中做了很多事情。这要求他们学会如何学习，如何思考，以及如何赚钱。写作勾选了所有三个方框。学校和工作告诉我们要学什么，阻碍我们思考的能力，并让我们做好在狭窄的范围内赚钱的准备。写作是你巩固对学习的理解，以物理形式塑造你的思想，创造值得花钱的东西的方式。

Writing is a meta-skill. If you strive for mastery, writing is a shortcut to future-proofing yourself because to write in a valuable way, you must write in public. When you write in public, you are exposed to feedback from which you error- correct to improve your writing. To improve your writing is to improve your thinking, leaning, and earning. Through that error correction, you inadvertently learn psychology, marketing, sales, persuasion, human nature, and the topic being written about. Writing is how you engage in an interest-based education.

写作是一种元技能。如果你努力掌握，写作是证明自己未来的捷径，因为要以有价值的方式写作，你必须在公共场合写作。当你在公共场合写作时，你会收到反馈，从中你可以纠正错误以提高写作水平。提高你的写作就是提高你的思维、学习和收入。通过这种错误纠正，你无意中学习了心理学、市场营销、销售、说服、人性以及所写的主题。写作是你参与基于兴趣的教育的方式。

Now that technical work and intelligence are on tap thanks to AI, what is left is taste, agency, coherence. Humans must provide the vision, experience, and execution to bring their ideas to life. They must tell a story, and what better way to practice storytelling than by writing them in all shapes and forms?

现在，由于人工智能，技术工作和智能已经触手可及，

剩下的就是品味、代理和连贯性。人类必须提供愿景、经验和执行力，将他们的想法变为现实。他们必须讲 一个故事，还有什么比以各种形状和形式写故事更好的方法来练习讲故事呢？

Writing is permissionless leverage. The front end of the internet is media. The backend of the internet is code. Writing is the foundation of impactful media. Posts, articles, video scripts, outlines, newsletters, and more all start with writing. With the advances in LLMs and artificial intelligence tools, code has begun to take the shape of natural language. Clear writing—paired with an understood goal—leads to clear code. Of course, this isn’t perfect at the time of this book, but it

写作是一种无需许可的杠杆。互联网的前端是媒体。互联网的后端是代码。写作是影响力媒体的基础。帖子、文章、视频脚本、大纲、通讯等都是从写作开始的。随着LLM和人工智能工具的进步，代码已经开始采取自然语言的形式。清晰的写作——与明确的目标相结合——会带来清晰的代码。当然，在写这本书的时候，这并不完美，但它

may be shortly after. The point is that anything you create will start with and potentially end with writing. If it doesn’t end in writing, then it ends in the physical or digital manifestation of knowledge, which can probably be articulated and passed down with writing. In the future, the cornerstone habit of all successful work will be writing. What we consider writing today may change, but only because our language itself may change. We may speak with new concepts that breed efficiency of information, but writing itself will continue to persist as it has.

可能不久之后。关键在于，你创造的任何东西都将以写作开始，并可能以写作结束。如果它没有以书面形式结束，那么它就以知识的物理或数字表现形式结束，这可能可以通过写作来表达和传递。在未来，所有成功工作的基石习惯将是写作。我们今天对写作的看法可能会改变，但这只是因为我们的语言本身可能会改变。我们可能会用新的概念来提高信息的效率，但写作本身将继续存在。

The incredible aspect of writing is its accessibility. You already write every day. You may have a journal for your thoughts. You may send messages to your friends and family. You may send emails to your coworkers or boss. You don’t need an English degree to think, so you don’t need one to write. Understand that the only place to start is at the start. Rock bottom. Absolute zero. This should be liberating. You get to

make a fool of yourself when nobody is watching. Writing is only daunting if you are projecting too far into the unknown. Writing becomes less daunting when you view it as a tool to create a future you do have control over.

写作的令人难以置信的方面是它的可访问性。你每天都 在写作。你可能有一本日记来记录你的想法。您可以向朋友和家人发送消息。你可以给同事或老板发电子邮件。你不需要英语学位来思考，所以你不需要写作。要明白，唯一要开始的地方就是开始。岩石底部。绝对零。这应该是解放。当没有人看的时候，你会出丑的。只有当你对未知的东西投射得太远时，写作才会令人望而生畏。当你把写作看作是创造你可以控制的未来的工具时，写作就不那么令人生畏了。

Writers are DJs with ideas. When I write, I do not attempt to write it all at once. I start with an outline. I jot out thoughts, topics, sections, and key points. Then, I let it sit. I allow that

作家是有想法的DJ。当我写作时，我不会试图一次全部写下来。我从大纲开始。我记下想法、主题、章节和要点。然后，我让它坐下。我允许

outline to frame how I perceive the world. When you have an outline, you have a structure from which your mind can think. From there, I let ideas stick out to me when I read, watch, or listen to information I am curious about. Then, piece by piece, I add to my writing—like brush strokes of ideas—and refine it until it is almost complete. This is where most people let their writing collect dust on their metaphorical bookshelf. This is where I publish no matter how I feel about the writing because I know it is not optional for the ideal future I want to sustain. People don’t care about the words; they care about how the words make them feel. Perfection is for the unsuccessful. Writing is how you explore idea space when pure thinking falls flat. To write is to store ideas in a way that allows your mind to discover new ones.

概述我如何感知世界。当你有一个大纲时，你就有了一 个思维结构。从那时起，当我阅读、观看或收听我感兴趣的信息时，我会让想法向我突出。然后，我一块一块地添加到我的写作中——就像想法的笔触一样——并对其进行完善，直到它几乎完成。这就是大多数人让他们的写作在隐喻的书架上积灰的地方。无论我对写作有何感受，我都会在这里发表，因为我知道这对我想要维持的理想未来来说是不可选择的。人们不在乎这些词；他们关心这些词给他们的感觉。完美是为失败者准备的。写作是当纯粹的思考失败时，你探索思想空间的方式。写作就是以一种让你的头脑发现新想法的方式存储想法。

Start small. Use the value creation framework in the previous chapter to ideate media like a post or article, or to ideate a product like a short book, software, or gadget. Yes, even products that aren’t writing are best created through writing. Of course, you can also choose to write without a destination and see where you end up in the unknown. Pick a topic. Outline the problem, goal, process between them, pain points of potential readers, and benefits of achieving the goal. Structure it into a coherent line of reasoning to persuade a specific individual.

从小处着手。使用上一章中的价值创造框架来构思媒体，如帖子或文章，或构思产品，如短篇小说、软件或小工 具。是的，即使是没有写作的产品，最好也是通过写作来创造的。当然，你也可以选择在没有目的地的情况下写作，看看你最终会在未知的地方。选择一个主题。概述问题、目标、它们之间的过程、潜在读者的痛点以及实现目标的好处。将其组织成一条连贯的推理线，以说服特定的个人。

If you can, write every morning with your ideal future in mind. It will change your life.

如果可以的话，每天早上都要写下你理想中的未来。它将改变你的生活。



# Self-Monetization

# 自我货币化

The only way to control your income, and therefore your life, in today’s society, is to create a product. For the sake of this book, I use the term “product” to represent anything that is a creation that you plan to give to someone in exchange for something, be it a few dollars or whatever form of money may emerge. For most people, and as a recurring theme, their entire life has been spent building everyone else’s dreams at the expense of their own. This seems to be one common self-deception: You believe selling a product is unethical or evil, but if you don’t create a product, you will work for someone who does, or you will become the product of that which funds your lifestyle—the government writing universal basic income checks is one potential example. The average person doesn’t have any other options.

I’ll leave it up to you which is the lesser

在当今社会，控制收入，进而控制生活的唯一方法就是创造一种产品。为了这本书，我用“产品”一词来表示任何你计划给某人以换取某物的创造，无论是几美元还是可能出现的任何形式的金钱。对于大多数人来说，作为一个反复出现的主题，他们的一生都在以牺牲自己的利益为代价，建立其他人的梦想。这似乎是一种常见的自欺欺人：你认为销售产品是不道德或邪恶的，但如果你不创造产品，你就会为创造产品的人工作，或者你会成为资助你生活方式的产品——政府发放全民基本收入支票就是一个潜在的例子。普通人没有其他选择。我把它留给你，哪一个较小

of three evils, and if you really want to reject them in hopes

如果你真的想在希望中拒绝它们

that you find a better way to contribute to the world.

你会找到更好的方式为世界做出贡献。

When you venture into entrepreneurship, the first three words you’ll learn to hate are these: “Choose a niche.” For the unaware, a niche is a specific market that is best illustrated by the phrase, “If you target everybody, you target nobody.” The purpose of a niche like “bioenergetic nutrition for those with low thyroid function” is to narrow your focus on understanding the individual whose big problem you plan to solve. When you get specific on who you can help the most, you lay the groundwork for a valuable product. Now, there isn’t a problem with a niche. In fact, it’s a necessary aspect of doing business. The problem comes with choosing a niche . . . as if it’s something external that must be found.

当你冒险创业时，你会学会讨厌的前三个词是：“选择一个利基市场”。对于那些不知情的人来说，利基市场是一个特定的市场，最好用“如果你针对每个人，你就不针对任何人”这句话来说明。像“甲状腺功能低下者的生物能量营养”这样的利基市场的目的是缩小你对理解你计划解决其大问题的个人的关注。当你明确了谁能为你提供最大的帮助时，你就为有价值的产品奠定了基础。现在，利基市场没有问题。事实上，这是做

生意的一个必要方面。问题在于选择一个利基市场。仿佛这是必须找到的外部事物。

When you choose a niche, you end up like most beginner entrepreneurs scratching their heads and begging to go back to their life of poisoned comfort. You either stick it out long enough to make a decent chunk of change, or you realize that choosing a niche and a life of fulfillment mix like oil and water. You end up working with people you don’t care about on projects you don’t care about doing work you don’t care about. You escaped narrow, repetitive, and assigned work just to end up in the same exact spot with a few more luxuries that can’t patch up the hole in your soul.

当你选择一个利基市场时，你最终会像大多数初学者一样挠头，乞求回到他们被毒害的舒适生活中。你要么坚持足够长的时间来做出可观的改变，要么你意识到选择一个利基市场和充实的生活就像油和水一样混合在一起。你最终会和你不关心的人一起做你不关心做的工作。你逃避了狭隘、重复和分配的工作，只是为了在同一个地方得到更多的奢侈品，而这些奢侈品无法弥补你灵魂中的漏洞。

There are a few more issues with this approach. First, you don’t have experience with a niche you choose, and most entrepreneurs fail because they try to solve a problem they haven’t experienced. And since you will probably never experience that problem outside of theory, you are working by proxy. You are studying the map, not the territory. It can work, and plenty of people have found success with this method, but I am here to help guide you toward a life of deep purpose. Second, it prioritizes finding, not attracting or becoming. You learn a skill for someone else. You take on projects you do not create. You chose the first problem to solve but have no control over the next hundred that spring up.

这种方法还有一些问题。首先，你没有你选择的利基市场的经验，大多数企业家失败是因为他们试图解决一个他们没有经历过的问题。由于你可能永远不会在理论之外遇到这个问题，所以你是在代理工作。你在研究地图，而不是领土。它可以奏效，很多人已经用这种方法取得了成功，但我在这里帮助你走向一个有深刻目标的生活。其次，它优先考虑发现，而不是吸引或成为。你为别人学习了一项技能。你承担了你没有创建的项目。你选择了要解决的第一个问题，但无法控制接下来出现的一百个问题。

What seems to be the biggest problem with choosing a niche is that it is static. You box yourself into a little

bubble of thoughts. Similar to the pursuit of prestige that comes from focusing on one area of study like a college degree, this creates a stupefying conformity that has high potential for replacement. You can only learn so much within a box. The beauty of becoming the niche is that it evolves as you do. Your niche isn’t a static target—it’s a living, breathing extension of your personal development. As you solve new problems, discover new interests, and create new knowledge, your business naturally expands to encompass these areas. Choosing a niche is for specialists.选择利基市场的最大问题似乎是它是静态的。你把自己困在一个小小的思想泡泡里。与专注于大学学位等一个研究领域而追求声望类似，这会产生一种令人震惊的顺从，具有很高的替代潜力。你只能在一个盒子里学到这么多。成为利基市场的美妙之处在于，它会随着你的发展而发展。你的利基市场不是一个静态的

目标——它是你个人发展的活生生的、有呼吸的延伸。

当你解决新问题、发现新兴趣、创造新知识时，你的业务自然会扩展到这些领域。选择一个利基市场是给专家的。

Let me make this simple for you: You are the niche. Most people spend their lives searching for their niche, never realizing they’re standing in it. They fail to practice self- awareness, the greatest business, marketing, and sales skill. You already purchase products that improve your life. You already get hooked in by marketing that doesn’t feel like marketing. You already consume information that piques your interest. But what you may not realize is that you can reverse engineer this entire process, study it’s parts, and recreate it with you as the central pillar that makes every aspect of it unique.

让我简单地告诉你：你是利基市场。大多数人一生都在寻找自己的利基市场，从未意识到自己站在其中。他们没有练习自我意识，这是最伟大的商业、营销和销售技能。你已经购买了改善生活的产品。你已经被一种感觉不像营销的营销所吸引。你已经消费了激发你兴趣的信息。但你可能没有意识到的是，你可以对整个过程进行逆向工程，研究它的各个部分，并将其作为使其各个方面都独一无二的中心支柱进行重新创建。

When you are the niche, you don’t need to obsess over new market opportunities. However, you do need to obsess over solving your own problems. If you were to solve your own problems and sell the solution, you would kill two birds with one stone: Self-improvement and other-improvement.

Purpose and profit. No amount of complaining or excuse- making will change the fact that if everyone were to do that over and over again (solving problems and creating solutions), engaging in the process of error correction to reverse entropy, everyone would have something unique and real with high potential value. Your identity is distinct from every other person on this planet in some way. When you relinquish that power by “choosing a niche,” you open up room for competition. Conformity is a finite game. Authenticity is an infinite game.

当你处于利基市场时，你不需要痴迷于新的市场机会。然而，你确实需要专注于解决自己的问题。如果你想 解决自己的问题并推销解决方案，你会一箭双雕：自我提升和其他提升。目的和利润。无论有多少抱怨或找借口，都无法改变这样一个事实，即如果每个人都一遍又一遍地这样做（解决问题和创造解决方案），参与纠错过程以逆转熵，每个人都会有一些独特而真实的东西，具有很高的潜在价值。你的身份在某种程 度上与这个星球上的其他人不同。当你通过“选择一个利基市场”来放弃这种权力时，你就为竞争打开了空间。顺从是一场有限的游戏。真实性是一场无限的游戏。

The thing is, starting a business costs a lot of money, right? You need capital and a warehouse and a marketing budget and an LLC and all of these other things, right? Wrong. Remember, the way you get in front of other people is through media. The most accessible way to do that, at least right now, is on the internet, with writing as the overarching skill that shapes everything else you do. That is an incredible starting point for almost everyone. The internet and writing are a meta path. If everyone does it, there is no increase in saturation and competition because they are a vessel for any type of information, interest, or skill.

问题是，创业需要很多钱，对吧？你需要资金、仓库、营销预算、有限责任公司以及所有这些东西，对吧？ 错了。记住，你在别人面前的方式是通过媒体。至少现在，最容易做到这一点的方法是在互联网上，写作是塑造你所做的一切的首要技能。这对几乎每个人来说都是一个令人难以置信的起点。互联网和写作是一条元路径。如果每个人都这样做，饱和度和竞争就不会增加，因为他们是任何类型的信息、兴趣或技能的 载体。

Individuals in search for their life’s work are realizing the power of this path. They are becoming one-person media companies. After they build an audience—no matter what size—that trusts and supports them enough to sustain work they enjoy, they have

two options.

寻求毕生事业的个人正在意识到这条道路的力量。他们正在成为一个人的媒体公司。在他们建立了一个足够信任和支持他们以维持他们喜欢的工作的受众——无论规模大小——之后，他们有两个选择。

First, they can be like Justin Welsh. Before his one-person business reaching $8 million in revenue at 92% margins, he worked as an executive at two billion-dollar healthcare companies. High pressure. Little time. Big payday. He was making good money, but his personal life took a backseat. Eventually, he reached his breaking point. When Justin realized that he had a few skills that more people—not just his employers—could benefit from, he started building his own

首先，他们可以像贾斯汀·韦尔什。在他的个人业务以 92%的利润率达到800万美元的收入之前，他曾在两家价值数十亿美元的医疗保健公司担任高管。高压。时间不多。大发薪日。他赚了很多钱，但他的个人生活退居次要地位。最终，他达到了自己的临界点。当贾斯汀意识到他有一些技能可以让更多的人——而不仅仅是他的雇主——受益时，他开始建立自己的技能

thing on the side.

事情在一边。

Justin’s progression went like this. First, he did not quit his job outright. He saw the opportunity the internet presented and started sharing his knowledge through writing. His skills, his opinions, and most importantly, his story—the thing that makes his skills desirable to those who relate. In fact, that’s still all he does to this day. He writes. He has seen immense success without the need for more time- consuming skills like video filming and editing. By following the principles of value creation, he started attracting an audience of thousands of people.

贾斯汀的进步是这样的。首先，他没有彻底辞职。他看到了互联网提供的机会，开始通过写作分享他的知识。他的技能、他的观点，最重要的是，他的故事—

—正是这些让他的技能受到相关人士的青睐。事实上，这仍然是他至今所做的一切。他写。他取得了巨大的 成功，而不需要像视频拍摄和编辑这样耗时的技能。通过遵循价值创造的原则，他开始吸引成千上万的观 众。

Given enough time and error correction, Justin created high-margin media-based products. The first was business consulting. Since he had marketing and sales knowledge, he decided to work one-on-one virtually with small

businesses and solopreneurs who could use his expertise. And since he had an audience of people to tap into, this wasn’t the most difficult thing in the world to pull off. This consulting offer allowed him to charge more, work with fewer people, and earn enough to leave his career behind in the pursuit of his calling. As his audience grew, he knew he could help more people, so he took the systems he had helped others with and packaged them up in the form of a self-paced course. This leveraged approach allowed him to take full control of his lifestyle.

只要有足够的时间和纠错能力，贾斯汀就创造了高利润的媒体产品。第一个是商业咨询。由于他拥有营销和销售知识，他决定与可以利用他的专业知识的小企业和个体企业家进行一对一的虚拟工作。而且，由于他有一群人可以利用，这并不是世界上最难做到的事情。这份咨询工作让他能够收取更多费用，与更少的人合作，并赚取足够的收入，让他在追求自己的职业生涯时放弃自己的职业。随着听众的增长，他知道自己可以帮助更多的人，所以他采用了自己帮助过的系统，并将其打包成自定进度的课程。这种杠杆式的方法使他能够完全控制自己的生活方式。

Justin built a business around his life, not a life around his business. His family and well-being come first. His public writing does the rest, attracting people to the value he has available to anyone who is the right fit. The point with Justin’s path is this: You can build a one-person business, make more than enough money to live a good life, and focus on the things that matter most to you without the outdated business bloat of the past.

贾斯汀围绕自己的生活建立了一个企业，而不是围绕 自己的企业生活。他的家庭和幸福是第一位的。他的公开写作完成了剩下的工作，吸引人们关注他为任何合适的人提供的价值。贾斯汀的道路的要点是：你可以建立一个人的企业，赚足够多的钱过上美好的生活，并专注于对你最重要的事情，而不会像过去那样过时 的商业膨胀。

I was in the same situation for a few years, but I decided to pursue more. I’m young, so why not push myself a bit? At the age of sixteen, I’d observed society enough to realize that the conventional path—school, job, and retirement— wasn’t for me. As I became interested in psychology and philosophy, I realized that the default path could not possibly lead to a good life. So, I started experimenting. I scoured the internet for education on how to earn a living doing what I wanted to do. I had always wanted to do something creative, and I could see in plain site that public

figures on the internet were doing just that. I tried quite a few things. Photography, web design, physical minimalist wallets, and more. But it wasn’t that easy. I spent nearly five years—as a young person who could scrape by working part-time jobs—becoming good at one thing: Failure. I accepted my fate and got a job with one of the skills I had picked up, web design, but knew that wasn’t the end of the story.

几年来我一直处于同样的情况，但我决定追求更多。我还年轻，为什么不给自己一点压力呢？十六岁时，我对社会有了足够的观察，意识到传统的道路——上学、工作和退休——不适合我。当我对心理学和哲学感兴趣时，我意识到默认的道路不可能带来美好的生活。于是，我开始做实验。我在互联网上搜索关于如何做自己想做的事情谋生的教育。我一直想做一些有创意的事情，我可以在简单的网站上看到互联网上的公众人物正在这样做。我尝试了很多东西。摄影、网页设计、极简主义钱包等。但没那么容易。我花了将近五年的时间——作为一个可以靠兼职工作勉强维持生计的年轻人——变得擅长一件事：失败。我接受了自己的命运，找到了一份工作，拥有我学到的技能之一，网页设计，但我知道这并不是故事的结局。

With persistence, those failures turned into clarity. I knew that if even one person could execute a series of steps to do what they enjoyed for work, I could too. It may take me much longer than them, because I needed time to piece together the psychological skill puzzle by exploring the unknown, but it was possible. While at my job, I procrastinated most of my work in favor of working on my own endeavors. It happened slowly. Family friends started to pay me for small websites. Using knowledge from both the job and my previous failures, my little websites turned into custom lead generation flows for service businesses. Within about eight months, I was able to leave my new job behind.

只要坚持不懈，这些失败就会变得清晰。我知道，如果一个人可以执行一系列步骤来做他们喜欢的工作，我也可以。这可能需要我比他们长得多的时间，因为我需要时间通过探索未知来拼凑心理技能谜题，但这是可能的。在工作中，我拖延了大部分工作，转而致力于自己的努力。事情进展缓慢。家人朋友开始付钱给我买小网站。利用工作和之前失败的经验，我的小网站变成了服务企业的定制潜在客户开发流程。在大约八个月的时间里，我得以辞去新工作。

But now I had a new problem. I was working for people I didn’t care about on projects I didn’t care about. I had built myself straight into a new job. With that problem framing

my perception, I began to see the internet in a rediscovered light. People were sharing web design, self-improvement, spirituality, and psychology knowledge under their own names. I loved those topics. Why couldn’t I do the same? Even further, what was stopping nearly everyone with an internet connection— heading into a digital first future— from creating this “public resume” to attract opportunities that aligned with them as a person?

但现在我遇到了一个新问题。我为那些我不关心的人工作，从事我不在乎的项目。我直接适应了一份新工作。有了这个问题，我开始重新审视互联网。人们以自己的名义分享网页设计、自我提升、精神和心理学知识。我喜欢这些话题。为什么我不能做同样的事？更进一步，是什么阻止了几乎所有拥有互联网连接的人——走向数字优先的未来——创建这份“公开简历”来吸引与他们个人相一致的机会？

As the ideas came together in my head, I started writing free

当这些想法在我脑海中浮现时，我开始自由写作

posts, articles, and newsletters. Then I started writing small digital books and guides around my interests. Then people started asking me questions, so I wrote them thoughtful replies. Then I created a paid community platform where I wrote weekly articles, made useful templates, and hosted live calls. It was eye opening to see that people—even such a small group—wanted to listen to what I had to say, let alone pay for it. After all this time, I realized that I was writing so much that writing itself was the missing piece all along. It was something that I, someone who despised English class in school, could publish in a place called the internet that could reach thousands to millions of people per month.

帖子、文章和通讯。然后，我开始围绕自己的兴趣写 小型数字书籍和指南。然后人们开始问我问题，所以我给他们写了深思熟虑的回复。然后我创建了一个付费社区平台，在那里我每周写文章，制作有用的模板，并主持实时电话。看到人们——即使是这么一小群人

——想听我说什么，更不用说付钱了，这让我大开眼界。经过这么长时间，我意识到我写的太多了，写作本身一直是缺失的部分。这是我，一个在学校里鄙视英语课的人，可以在一个叫做互联网的地方发表的东西，这个地方每月可以接触到数千到数百万人。

As I got better at writing, my one-person media company evolved to reflect my new obsession: writing. I loved to

teach it, and I had a unique way of utilizing the skill for more than just writing essays to be graded by a school. My audience and customers didn’t care about writing, they cared about how it helped them attract supporters to their skills, interests, and expertise. I weaved my personal philosophy into my skill set, put that perspective in my first book, The Art of Focus, and started to teach it to those in my audience who wanted to do the same, because that’s who you, and I, can help the most.

随着我写作能力的提高，我的单人媒体公司也在发展，以反映我的新爱好：写作。我喜欢教它，而且我有一 种独特的方式来利用这项技能，而不仅仅是写论文给学校评分。我的观众和客户并不关心写作，他们关心的是写作如何帮助他们吸引支持者，让他们了解自己的技能、兴趣和专业知识。我将我的个人哲学融入我的技能组合中，将这种观点写在我的第一本书《专注的艺术》中，并开始将其传授给我的观众中那些想这 样做的人，因为这是你和我能帮助最多的人。

My story was similar to Justin Welsh’s up until last year. I made enough to live a peaceful life, but something was still missing. 直到去年，我的故事与贾斯汀·韦尔什的故事相似。我挣的钱足够过平静的生活，但还是少了点什么。

Even when I thought I had solved all my problems, yet another emerged. Problems are infinite, problems are soluble, and my realization that I loved personal development led to a new path revealing itself. The next level of challenge—and therefore fulfillment and growth— was using the resources I had acquired to start my own company. A writing software that fit my needs to perfection. I disliked having to split my focus between various apps that added friction to my workflow, but I didn’t register starting a full company as within the realm of possibility until now. I hadn’t solved the problem that made the next, more purposeful problem available to discover.

即使我以为我已经解决了所有的问题，另一个问题还是出现了。问题是无限的，问题是可以解决的，我意识到我热爱个人发展，这引领了一条新的道路。下一个挑战——因此也是实现和成长——是利用我获得的资源创办自己的公司。一款完美满足我需求的写作软件。我不喜欢把注意力分散在各种给我的工作流程增加摩擦的应用程序上，但直到现在，我才意识到创办一家完整的公司是可能的。我还没有解决下一个更具目的性的问题。

Business became my vessel for personal growth, not some shallow and isolated pursuit of money that small-minded people believe it to be. By building products I cared about,

others like myself started to care about them too. From manning my own operation to managing a team of people, I had transformed into an entirely new person. A person I believe my younger self would be proud of.

商业成了我个人成长的载体，而不是心胸狭窄的人认为的对金钱的肤浅和孤立的追求。通过打造我关心的产品，像我这样的人也开始关心它们。从管理自己的运营到管理一个团队，我已经变成了一个全新的人。一个我相信我年轻时会为之骄傲的人。

Now here’s the thing: this path is not limited to information alone. You don’t have to write media-based products like a book or teach what you know, but I still believe that is one of the best starting points for most people. When you log onto the internet, you can easily find individuals solving their own problems and selling the solution. Some people suffer

事情是这样的：这条路不仅限于信息。你不必像写书一样写基于媒体的产品，也不必教你所知道的东西，但我仍然相信这对大多数人来说是最好的起点之一。当你登录互联网时，你可以很容易地找到解决自己问题并销售解决方案的人。有些人受苦

from migraines and create blue light glasses that fit their style and ease their pain. Others researched the harms of polyester clothing and created 100% cotton clothing lines that finally fit them well. In rare personal situations, someone who suffers from eczema—who hated the soulless white bars of soap for sensitive skin—can pursue an interest-based education in horticulture and botanicals to create a line of soap that brought life and relaxation back into their routine. All these examples illustrate that an old product paired with your story paired with the internet can overcome the overwhelming sense of competition in the business space.

从偏头痛中解脱出来，创造出适合他们风格的蓝光眼镜，缓解他们的疼痛。其他人研究了聚酯服装的危害，并创 造了最终适合他们的100%棉服装系列。在极少数的个人情况下，患有湿疹的人——他们讨厌用没有灵魂的白色肥皂来清洁敏感的皮肤——可以接受园艺和植物方面的兴趣教育，创造一种肥皂系列，让生活和放松回到他们的日常生活中。所有这些例子都表明，一个旧产品与你的故事相结合，再加上互联网，可以克服商业空间中压倒性的竞争感。

Jordan Peterson is yet another example that helps drive the overarching point home. He is not your typical influencer, although many people believe him to be. Once an everyday professor, Peterson has written best-selling books, started

his new Peterson Academy for a better education experience, and has spoken at public events around the world. The important point is this: Peterson uses the best tools at his disposal to pursue his life’s work and impact the most people. Social media has been a useful tool to do that, but knowing Peterson, he will utilize whatever emergence in technology that will allow him to continue this path. His story, his knowledge, and his depth outweigh any flavor-of-the-day marketing hack. People can’t help but be attracted to his mind. And his mind, unlike his time or labor, can be distributed to anyone with an internet connection.

Jordan Peterson是另一个有助于将这一点带回家的例 子。他不是你典型的影响者，尽管许多人认为他是。彼得森曾经是一名日常教授，写过畅销书，创办了新的彼得森学院以获得更好的教育体验，并在世界各地的公共活动中发表过演讲。重要的是：Peterson使用他所掌握的最好的工具来追求他一生的工作，并影响大多数人。社交媒体一直是实现这一目标的有用工具，但了解彼得森后，他将利用任何技术上的出现，让他继续走这条路。他的故事、他的知识和他的深度超过了任何一种日常营销技巧。人们不禁被他的思想所吸引。与他的时间或劳动不同，他的思想可以分发给任 何有互联网连接的人。

I often wonder what the great teachers of the past—like Watts or Socrates—would do in today’s world. I have no doubt that they would take advantage of how media has evolved. They would realize how limited they were in only writing physical books hoping that their word would spread. Thanks to the internet, great minds have a semblance of control over how far their value can reach.

我经常想知道过去的伟大老师——比如瓦茨或苏格拉底

——在当今世界会做什么。我毫不怀疑他们会利用媒体 的发展。他们会意识到，他们只写实体书是多么的有限，希望他们的话能传播出去。多亏了互联网，伟大的头脑似乎可以控制自己的价值能达到多远。

As we push further into the future, we can already see people doing more as one person than teams of a dozen more could in the recent past. Media is the most accessible and high margin starting point for now, and when paired with the essence of your being, it is difficult to replace, but there are incredible options becoming more available to the average person. In my own start-up and start-ups I admire, members of the team are taking on the entrepreneurial mindset even more.

随着我们向未来迈进，我们已经可以看到人们作为一个人做的事情比最近十几个人的团队做的更多。媒体是目前最容易获得和高利润的起点，当与你的本质相结合时，它很难被取代，但普通人可以获得更多令人

难以置信的选择。在我自己的初创企业和我钦佩的初创企业中，团队成员更加具有创业思维。

Single skills have always been replaced by machines. This won’t stop. During each round of evolution, humans abstract out a layer to a broader set of meta skills. Now that artificial intelligence can spit out production-level code at the click of a button, individuals can put on multiple hats and tie them together with taste and coherence. What used to be a software engineer is turning into a design engineer or product engineer. What used to be an author is now a full-fledged media department. The engineer can spend less brain power

单一技能总是被机器所取代。这不会停止。在每一轮 进化中，人类都会抽象出一层更广泛的元技能。现在，人工智能只需点击一个按钮就可以吐出生产级代码，个人可以戴上多顶帽子，用品味和连贯性将它们联系在一起。曾经的软件工程师正在变成设计工程师或产品工程师。曾经的作者现在是一个成熟的媒体部门。 工程师可以花更少的脑力

on design, coding, and product. The author can do the same for writing, marketing, and sales. But the fact remains that a human must orchestrate the tools at their disposal toward an evolving vision for the future.

关于设计、编码和产品。作者可以在写作、营销和销售方面做同样的事情。但事实仍然是，人类必须协调他们所掌握的工具，以实现不断发展的未来愿景。



# Become a Creator

# 成为创造者

For most of human history—millions of years—creativity was reserved for the gods. Somewhere along the way, they used this power to create humans. Or at least that’s what we believed. Humans were these helpless little beings subject to the wrath of hunger, cold, predators, and each other. They couldn’t explain the world around them, so they couldn’t use that knowledge to create better means of survival. But slowly, then all at once, the tides have turned in the last thousand years or so.

在人类历史的大部分时间里——数百万年——创造力是留给神的。在某个地方，他们利用这种力量创造了人类。或者至少这就是我们所相信的。人类是这些无

助的小生物，受到饥饿、寒冷、捕食者和彼此的愤怒。他们无法解释周围的世界，所以他们无法利用这些知 识创造更好的生存方式。但慢慢地，突然间，潮流在过去的一千年左右发生了转变。

We began to understand how things work. We built tools that allowed us to survive in any environment, unlike animals, from freezing cold to extreme heat to outer space. The entire face of the earth has transformed to be a more 我们开始了解事物是如何运作的。我们制造了工具，使我们能够在任何环境中生存，与动物不同，从严寒到酷热再到外太空。整个地球的面貌已经变成了一个更加

hospitable place (with obvious consequences), thanks to the invention of machines, harnessing of energy, and our desire for discovery. Humans have taken over the role of creator, but so many have lost, or have never found, their path. They are not entrepreneurs, the great high-agency generalists. They are employees, the subservient task- completing machines. Remember, entrepreneurship and employment are a state of mind and are not limited to a specific type of work.

由于机器的发明、能源的利用和我们对发现的渴望，这个好客的地方（具有明显的后果）。人类已经接管了创造者的角色，但许多人已经失去了或从未找到自己的道路。他们不是企业家，不是伟大的高级机构多面手。他们是员工，是顺从的任务完成机器。记住，创业和就业是一种心态，并不局限于特定类型的工作。

Unfortunately, we don’t know what the future holds. We don’t know how many jobs and livelihoods technology like artificial intelligence will displace. We don’t know whether Earth will end up a garden or a wasteland. And on a personal level, we don’t know if any of the actions we take will lead to the life we want. But we know two things for certain: Problems are infinite. Problems are soluble. No matter how developed we as a species or the technology we develop becomes, you can find solace in the fact that there will always be a next problem to solve. Thankfully, that’s all you need to

know if you want to live a life of meaning, money, and mastery.

不幸的是，我们不知道未来会怎样。我们不知道像人工智能这样的技术将取代多少工作和生计。我们不知道地球最终会变成花园还是荒地。在个人层面上，我们不知道我们采取的任何行动是否会导致我们想要的生活。但我们知道两件事是肯定的：问题是无限的。问题是可以解决的。无论我们作为一个物种或我们开发的技术变得多么发达，你都可以从这样一个事实中得到安慰，即总会有下一个问题需要解决。幸运的是，如果你想过上有意义、有钱和精通的生活，你只需要知道这些。

If happiness—or enjoyment—is the combination of progress being made and contribution to something greater than yourself, and both are accomplished by solving problems, for yourself and others, and problems are solved through creativity, then the only logical and fundamental aim for your

如果幸福或享受是进步和对比自己更伟大的事情的贡献 的结合，两者都是通过为自己和他人解决问题来实现的，问题是通过创造力来解决的，那么你的唯一合乎逻辑和基本目标就是

future is to embody creativity by becoming a creator. In other words, you find the intersection of purpose and profit by creating solutions to problems you deem interesting, passing on those solutions to contribute to the progress of humanity, and repeating the process when the next set of more complex problems arise. Although problems become more complex, you become more equipped with knowledge, skill, and experience to solve them. Life gets better as problems get harder, if you learn to keep chaos at bay, which is a problem within itself. With every problem comes the opportunity to reach a new level of purpose.

未来是通过成为创造者来体现创造力。换句话说，你通过为你认为有趣的问题创造解决方案，将这些解决方案传递给人类的进步，并在下一组更复杂的问题出现时重复这个过程，找到了目的和利润的交集。虽然问题变得更加复杂，但你会变得更有知识、技能和经验来解决它们。如果你学会控制混乱，生活会变得更好，因为问题会变得更难，而混乱本身就是一个问题。每一个问题都伴随着达到新目标的机会。

Becoming a creator has always been possible, but never has it been so accessible. What used to be reserved for those with access to the right resources—time, money, and information— is now available to anyone with an internet connection. With AI and subsequent revolutionary forms of technology, your ability to embrace your agency will only

continue to increase. The amount of people who seize that opportunity, however, may decrease.

成为一名创作者一直是可能的，但从未如此容易。过去为那些能够获得正确资源（时间、金钱和信息）的人保留的东西现在可以供任何有互联网连接的人使用。随着人工智能和随后的革命性技术形式的出现，你接受自己代理的能力只会继续提高。然而，抓住这一机会的人数可能会减少。

We’ve all heard of the Renaissance. The transformative period in European history that marked the transition from the Middle Ages to modernity. Spanning roughly from the fourteenth to the seventeenth century, this era was characterized by a cultural, artistic, political, and economic rebirth. It is my belief我们都听说过文艺复兴。欧洲历史上标志着从中世纪向现代性过渡的转型时期。大约从十四世纪到十七世纪，这个时代的特点是文化、艺术、政治和经济的重生。这是我的信念

that we are in the middle of a Second Renaissance, but this time, it’s happening on the internet, everywhere, and much faster than before. A new society is emerging. A digital society where anyone can be an Einstein or Shakespeare (or at least have one in their pocket).

我们正处于第二次文艺复兴的中期，但这一次，它发生在互联网上，无处不在，而且比以前快得多。一个新的社会正在崛起。一个数字社会，任何人都可以成为爱因斯坦或莎士比亚（或者至少口袋里有一个）。

In this society, there are three types of people: consumers, creators, and companies. Creators are a special type of person, and no, I’m not talking about a “content creator” or other type of narrow new age job. While there is nothing wrong with that, and that is technically what creators do at this point in evolution, adopting that label is a surefire way to get lumped into the trash heap along with those distracted by metrics of engagement. When I say “creator,” I’m talking about the essence of your being. Like an entrepreneur with the definition we set earlier of someone who is doing something, a creator is someone who is creating something. To create is to self-reflect, identify a problem, explore the unknown, hunt for ideas, test solutions, and create something worth passing down, potentially in exchange for their desired form of value be it money, attention, status, or the inexplicable feeling of

helping someone. A creator is the definition of someone living at the intersection of purpose and profit. Said profit is a measure for how you improve yourself, improve others, and improve the world at large. To create is to pursue your life’s work.

在这个社会中，有三种类型的人：消费者、创造者和公司。创作者是一种特殊类型的人，不，我不是在谈论“内容创作者”或其他类型的狭隘的新时代工作。虽然这没有什么错，而且从技术上讲，这就是创作者在进化的这一点上所做的，但采用这个标签肯定会与那些被参与度指标分心的人一起被扔进垃圾堆。当我说 “创造者”时，我指的是你存在的本质。就像我们之前定义的正在做某事的企业家一样，创造者是正在创造某物的人。创造是自我反思，识别问题，探索未知，寻找想法，测试解决方案，创造值得传承的东西，潜在地交换他们想要的价值形式——无论是金钱、注意力、地位，还是帮助别人的莫名感觉。创造者是指生活在目的和利润交汇处的人。利润是衡量你如何改善自己、改善他人和改善整个世界的标准。创造就是追求你一生的工作。

What’s unique about a creator is the role they play in this new society. They can act as one-person companies who have the generalist stack of skills to be self-sufficient. They build their own distribution and create their own products. On the other hand, they can work for companies or start their own from the leverage they have. A creator, like an entrepreneur, can go from job to career to calling to sustain the novelty and challenge of solving problems that makes life worth living.

创造者的独特之处在于他们在这个新社会中所扮演的角色。他们可以作为一个人的公司，拥有自给自足的多面手技能。他们建立自己的分销渠道，创造自己的产品。另一方面，他们可以为公司工作，也可以利用自己的影响力创办自己的公司。一个创造者，就像一个企业家一样，可以从一份工作到另一份职业，再到打电话来维持解决问题的新颖性和挑战性，让生活变得有价值。

Creators and companies are beginning to lay the foundation of the future going forward. The education, economic, meaning, artistic, and political domains of the past are slowly being phased out in favor of something more personal, profitable, and efficient. Trust isn’t decreasing in today’s school system because the masses are waking up, it’s decreasing because there are more options. People can jump on the internet, pursue their curiosity, find a creator who shares their unique knowledge, learn skills that conventional

schools are too slow and dogmatic to teach, and evolve who they follow as their interests, beliefs, and values take new shape. It’s no longer about sitting in front of a government- trained expert and “learning” the same thing as everyone else to end up with a soon-to-be irrelevant skill stack that keeps the brightest minds subservient to the dominant paradigm. It’s about finding someone you relate with. Someone with a shared vision for the future. Someone who is a few steps ahead of you and can

创作者和公司开始为未来的发展奠定基础。过去的教育、经济、意义、艺术和政治领域正在慢慢被淘汰，取而代 之的是更个人化、更有利可图和更高效的领域。在今天的学校系统中，信任并没有因为大众的觉醒而减少，而是因为有更多的选择而减少。人们可以跳上互联网，追求自己的好奇心，找到一个分享他们独特知识的创造者，学习传统学校过于缓慢和教条而无法教授的技能，并随着他们的兴趣、信仰和价值观的形成而发展他们所追随的人。这不再是坐在政府培训的专家面前，和其他人一样“学习”同样的东西，最终得到一个很快就会变得无关紧要的技能库，让最聪明的人服从主导范式。这是关于找到一个和你有关系的人。对未来有共同愿景的人。一个比你领先几步的人，可以

provide relevant ideas that breed specific knowledge. In the past, heirs like Marcus Aurelius would receive the best personal education to prepare them for the throne. An individual today can pursue an effective interest-based education with their creator of choice as guidance and artificial intelligence as a synthesis tool. Of course, this places responsibility on the individual to vet creators wisely. Filtering signal from noise will be the high-value skill of the future.

提供相关想法，培养具体知识。在过去，像马库斯·奥勒留这样的继承人会接受最好的个人教育，为登上王位做好准备。今天的个人可以在他们选择的创造者作为指导和人工智能作为综合工具的情况下，追求有效的基于兴趣的教育。当然，这让个人有责任明智地审查创作者。从噪声中过滤信号将是未来的高价值技能。

But this isn’t only about education. Creators are the sense- making pillars of the new society. With the rapid spread of information, increasing complexity, and growing chaos, people are left wondering what to believe in. They can no longer trust a static and singular belief system to make sense of their place in the world or show them how to live. Political talking heads and polarizing institutions aren’t dissolving, but they’re losing attention to creators who present deeper knowledge without the poor incentives.

但这不仅仅是关于教育。创造者是新社会的创造意义

的支柱。随着信息的快速传播、复杂性的增加和混乱的加剧，人们开始怀疑该相信什么。他们再也不能相信一个静态的、单一的信仰体系来理解他们在世界上的地位或向他们展示如何生活。政治代言人和两极分化的机构并没有消失，但他们正在失去对那些在没有不良激励的情况下提供更深入知识的创作者的关注。

Creators can be companies in and of themselves, but companies are also seeing a radical shift in their structure. Companies are hiring external creators as a way to connect with new audiences and bring in new business. Companies are training in-house creators to survive in an economy where most of the attention is on the internet. To that end, companies solve problems that demand resources inaccessible to the individual,

创作者本身可以是公司，但公司的结构也发生了根本性的转变。公司正在雇佣外部创作者，以此与新受众建立联系并带来新业务。公司正在培训内部创作者，以在大多数注意力都集中在互联网上的经济中生存。为此，公司解决了需要个人无法获得的资源的问题，

which are very few, and creators—like boutique stores—create personalized goods and services for the like-minded audience they attract with the value they distribute. You can connect to the internet right now and find people from all walks of life generating a more than sustainable income from the problems they’ve solved in their life. While some mastic chewing gum to aid in gut health, others sell information, software, or tasteful crafts that can benefit those who are at a similar level of development as they were at the time of creation. All in all, creators are the decentralized education system, economy, and cultural sense makers.

而创作者——比如精品店——为他们所吸引的志同道合的受众创造个性化的商品和服务。你现在就可以连接到互联网，找到各行各业的人，他们从生活中解决的问题中获得了超过可持续的收入。虽然一些乳香口香糖有助于肠道健康，但另一些则出售信息、软件或有品位的工艺品，这些产品可以使那些与创作时处于相似发展水平的人受益。总而言之，创造者是分散的教育体系、经济和文化意识的创造者。

The path to becoming future proof comes down to shifting from consumer to creator. When you solve your own problems, publish the solutions in the global town square, and help an audience of like-minded people, even if that audience is a “tiny” 1,000 true fans, I find it hard to believe you won’t find the power in you to create a good life. At

that point, your only enemy is yourself, and that is but another problem to be solved.

走向面向未来的道路归结为从消费者到创造者的转变。当你解决自己的问题，在全球城市广场上发布解决方 案，并帮助志同道合的观众时，即使这个观众是1000 名真正的粉丝，我也很难相信你不会找到创造美好生活的力量。在这一点上，你唯一的敌人就是你自己，这只是另一个需要解决的问题。

Do it all. Write. Design. Market. Sell. Film. Code. Be the generalist you were born to be. Be the orchestrator of ideas. The governor of thought. New technologies are but a tool, not a master, to help you learn and do these things faster, cheaper, and with leverage so you can design a lifestyle that’s within your control.

做这一切。写。设计。市场。卖。电影。代码。做一 个天生的多面手。做一个思想的协调者。思想的统治者。新技术只是一种工具，而不是大师，可以帮助你更快、更便宜地学习和做这些事情，并具有杠杆作用，这样你就可以设计一种你可以控制的生活方式。

# About the Author

# 关于作者

Dan Koe’s journey began at a young age. He was raised in a religious household. As he was forced to attend church, many teachings didn’t sit right with him. This was the start of his questioning, but not limited to religion. The questioning extended into his family life, observations of society, and why peopleseemedsomiserable, bothonthesurfaceandintheirsouls.

Dan Koe的旅程在很小的时候就开始了。他在一个宗教家庭长大。由于他被迫去教堂，许多教义对他来说并不合适。这是他质疑的开始，但不仅限于宗教。这个问题延伸到了他的家庭生活、对社会的观察，以及为什么人们在表面上和灵魂上都觉得自己很迷人。

Why does everyone regurgitate the same dodgy answer when I ask a valid question about their beliefs? Why is everyone unhealthy, overweight, and angry when the actions to prevent that are obvious? Why does everyone choose to work a dead-end job, then go on to complain about it in their free time? Just like anyone else, they have the ability to learn about new skills and opportunities, right? Why do

couples argue, resent each other, and allow that to infect the minds of their children who go on to do the same? Why do so few people achieve greatness? What is the primary dysfunction holding them back from changing their identity, beliefs, and actions? Why does everyone follow the same path of going to school, get a job, and retire with just enough money to survive? Can’t they see that they are being trained into the same life as everyone else?

为什么当我问一个关于他们信仰的有效问题时，每个人都会重复同样的狡猾答案？为什么每个人都不健康、超重和愤怒，而预防这些的行动是显而易见的？为什么每个人都选择做一份没有前途的工作，然后在空闲时间继续抱怨？就像其他人一样，他们有能力学习新技能和机会，对吧？为什么夫妻会争吵、怨恨对方，并让这种情绪感染他们的孩子，而他们的孩子也会这样做？为什么很少有人能取得伟大的成就？阻碍他们改变身份、信仰和行为的主要功能障碍是什么？为什么每个人都走同样的路去上学、找工作、退休，只有足够的钱维持生计？难道他们看不到自己正在被训练成和其他人一样的生活吗？

Dan’s readers call him a modern philosopher who seeks to

丹的读者称他为现代哲学家，他试图

answer the question, “How does one live the best life?” He balances theory and practice by distilling novel insights as he pushes the boundaries of human potential, spiritual entrepreneurship, and mental mastery. He relates to those who know they are meant for more. He has had his fair share of business failures, getting stuck in emotional ruts, and getting angry at the world for being unfair.

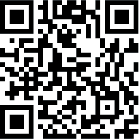
回答这个问题，“一个人如何过上最好的生活？”他通过提炼新颖的见解来平衡理论和实践，同时突破人类潜力、精神创业和精神掌握的界限。他与那些知道他们有更多目的的人有关。他也经历过不少商业失败，陷入感情纠葛，对世界的不公平感到愤怒。

With his unique approach to life and business, Dan presents a non-dogmatic approach to creating the best life for yourself by leaning into your entrepreneurial nature. Doing what you love is no longer a pipe dream, and Dan has proven that with his student’s results.

凭借他独特的生活和商业方式，Dan提出了一种非教条的方法，通过学习你的创业天性为自己创造最好的生活。做你喜欢的事情不再是白日梦，丹已经用他的学生的成绩证明了这一点。

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如果你想收到我的每周通讯（其中许多想法是第一次出现的），请前往到thedankoe.com。在那里，您还可以找到我的产品、课程和指南。

Lastly, consider picking up my previous book, The Art of Focus, for an overarching view of my personal philosophy.最后，考虑拿起我上一本书《专注的艺术》，全面了解我的个人哲学。

Thank you for reading this far. I can only hope that the ideas presented in this book shape your decision making for the better.

谢谢你读到这里。我只能希望这本书中提出的想法能让你的决策变得更好。

– Dan Koe

–Dan Koe