

# **Quotes and Thoughts**

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# Preface

This book is a collection of quotes that have been instrumental in my own journey to develop a deeper understanding of the world and improve my mental models. They have provided inspiration, guidance, and new perspectives that have helped me make more informed decisions and better navigate the complexities of life. I have organized the quotes into themes to make it easier to find the ones that resonate with you. As I continue to learn and grow, I will be adding more quotes to this collection, so be sure to check back for updates.

You can start at [Chapter 1](#).

# 1 Anger by Thích Nhất Hanh

Thích Nhất Hanh is a Vietnamese Zen Buddhist monk, teacher, author, and peace activist. He is known for his contributions to the development of Engaged Buddhism and his emphasis on mindfulness and compassion in daily life. Thích Nhất Hanh was born in Vietnam in 1926 and ordained as a monk at the age of 16. He has played a leading role in the Buddhist revival movement in Vietnam and has worked to bring an end to the Vietnam War. Thích Nhất Hanh is the founder of the Plum Village Community of Engaged Buddhism, a network of monasteries, practice centers, and communities in Europe and the United States. *Source: chatgpt.* The following quotes are from Hanh (2001).

## 1.1 Listening

1. *“You listen just because you want the other person to suffer less.”*
2. *“You have to be very concentrated while you listen. You have to focus on the practice of listening with all your attention, your whole being: your eyes, ears, body, and your mind. If you just pretend to listen, and do not listen with one hundred percent of yourself, the other person will know it and will not find relief from his suffering. If you know how to practice mindful breathing and can stay focused on the desire to help him find relief, then you will be able to sustain your compassion while listening.”*

## 1.2 The Mind Body

1. *“Namarupa is the psyche-soma, the mind-body as one entity.”*
2. *“If we eat well and chew our food carefully, we get more nutrition than if we eat a lot but don’t digest it well.”*

## 1.3 The Source of Anger

1. *“In our consciousness there are blocks of pain, anger, and frustration called internal formations. They are also called knots because they tie us up and obstruct our freedom. When someone insults us, or does something unkind to us, an internal formation is created in our consciousness. If you don’t know how to undo the internal knot and transform it, the knot will stay there for a long time. And the next time someone says something or does something to you of the same nature, that internal formation will grow stronger. As knots or blocks of pain in us, our internal formations have the power to push us, to dictate our behavior.”*
2. *“Let us use a house to represent our consciousness. We can identify two parts: the basement is the store consciousness and the living area is mind consciousness. Internal formations, like anger, rest in the store consciousness—in the basement—in the form of a seed, until you hear, see, read, or think of something that touches your seed of anger. Then it comes up and manifests on the level of your mind consciousness, your living room. It manifests as a zone of energy that makes the atmosphere in your living room heavy and unpleasant. When the energy of anger comes up, we suffer.”*
3. *“Our blocks of pain, sorrow, anger, and despair always want to come up into our mind consciousness, into our living room, because they have grown big and need our attention. They want to emerge, but we don’t want them to come up because they are painful to look at. So we try to block their way. We want them to stay asleep down in the basement. Because we do not want to face them, our habit is to fill our living room with other guests. But whenever we have ten or fifteen minutes of free time, and we don’t know what to do, these internal knots will come up and make a mess in the living room. To avoid this, we pick up a book, we turn on the television, we go for a drive, we do anything to keep our living room occupied. When the living room is occupied, these unpleasant internal formations will not come up.”*

## 1.4 Handling Anger

1. *“If your house is on fire, the most urgent thing to do is to go back and try to put out the fire, not to run after the person you believe to be the arsonist.”*
2. *“You accept your anger because you know you can take care of it; you can transform it into positive energy.”*
3. *“So in taking good care of yourself, you take good care of your beloved one. Self-love is the foundation for your capacity to love the other person. If you don’t take good care of yourself, if you are not happy, if you are not peaceful, you cannot make the other person happy. You cannot help the other person; you cannot love. Your capacity for loving*

*another person depends entirely on your capacity for loving yourself, for taking care of yourself.”*

4. *“Your intelligence, your knowledge, does not help you change your habit energy. Only the practice of recognizing, embracing, and transforming can help. That is why the Buddha advised us to practice mindful breathing to recognize and take care of our habit energy as soon as it manifests. If you are capable of embracing your habit energy with the energy of mindfulness, then you are safe, you are not going to make the same mistake again.”*
5. *“When our child is drowning in a strong emotion, we can hold his or her hand and say, “My dear one, breathe. Breathe in and out with Mommy, with Daddy.” We can also invite our child to do walking meditation with us, gently taking her hand and helping her calm down, with each step. When you give your child some of your mindfulness energy, she will be able to calm down very quickly and embrace her emotions.”*

## **1.5 Communicating Anger**

1. *“Darling, I suffer, and I want you to know it. Darling, I am doing my best. I’m trying not to blame anyone else, including you. Since we are so close to each other, since we have made a commitment to each other, I feel that I need your support and your help to get out of this state of suffering, of anger.”*
2. *“As we offer this guidance, we are aware there may be things that we have not understood. There may be positive things in you that we have not seen. And there may be some wrong perception on the part of the community.”*

## **1.6 Transforming Anger**

1. *“Anger is in us in the form of a seed. The seeds of love and compassion are also there. In our consciousness, there are many negative seeds and also many positive seeds. The practice is to avoid watering the negative seeds, and to identify and water the positive seeds every day. This is the practice of love.”*
2. *“When we’re angry with someone, we want to hurt them. Giving them a present changes that into wanting to make them happy. So, when you are angry with someone, send him a present. After you have sent it, you will stop being angry with him. It’s very simple, and it always works.”*
3. *“There are moments when we feel very grateful for the other person in our life. We deeply appreciate his or her presence. We are full of compassion, gratitude, and love. We have experienced moments like this in our life. We feel so grateful that the other person is still*



*alive, that she is still with us, and has stood by our side during very difficult times. I would suggest that if such a moment happens again, take advantage of it. To truly profit from this time, withdraw to a place where you can be alone with yourself. Don't just go to the other person and say, "I'm grateful you are there." That is not enough. You can do this later. Right at that moment, it is better to withdraw into your room or to a quiet place, and immerse yourself in that feeling of gratitude. Then write down your feelings, your gratitude, your happiness. In half a page or one page, do your best to express yourself in writing, or record yourself on tape."*

4. *"If you can remind yourself that the positive elements are still present within you and the other person, you will know that it is possible to break through, so that the best things in both of you can come up and manifest again."*

## **1.7 Perception**

1. *"We act on the basis of wrong perceptions all the time. We should not be sure of any perception we have."*
2. *"You yourself may have created the hell inside you."*

## **1.8 Mindfulness**

1. *"Whenever you are not standing, sitting, or lying down, you are going. But where are you going? You have already arrived. With every step, you can arrive in the present moment, you can step into the Pure Land or into the Kingdom of God. When you are walking from one side of the room to the other, or from one building to another, be aware of the contact of your feet with the earth and be aware of the contact of the air as it enters your body. It may help you to discover how many steps you can make comfortably during an in-breath and how many during an out-breath. As you breathe in, you can say "in," and as you breathe out, you can say "out."*
2. *"To learn how to live each moment of our daily life in deep mindfulness and concentration is the practice."*
3. *"You have to be aware that your emotion is just an emotion. It comes, stays for some time, and then goes away."*
4. *"Let us bring our attention down to our belly and breathe in and out. This storm will go away, so don't be afraid."*

5. *“When you remove the embargo and the blocks of pain come up, you will have to suffer a bit. There is no way to avoid it. And that is why the Buddha said that you have to learn how to embrace this pain. It is for this reason that the practice of mindfulness is so important. You generate a strong source of energy so that you can recognize, embrace, and take care of these negative energies.”*
6. *“If you see elements of garbage in you, like fear, despair, and hatred, don’t panic. As a good organic gardener, a good practitioner, you can face this:”I recognize that there is garbage in me. I am going to transform this garbage into nourishing compost that can make love reappear.”*

## 1.9 Taking Responsibility

1. *“Don’t blame everything on the other person. Recognize first that the main cause of your suffering is the seed of anger in you, and that the other person is only a secondary cause.”*
2. *“Human beings are not our enemy. Our enemy is not the other person. Our enemy is the violence, ignorance, and injustice in us and in the other person. When we are armed with compassion and understanding, we fight not against other people, but against the tendency to invade, to dominate, and to exploit.”*
3. *“When you judge and take sides, you act as though you are outside of the conflict. You act as though you are not the black driver who was beaten, or the four policemen. But looking deeply, you see that you are the victim of the beating, and you are also the four policemen who did the beating.”*
4. *“Stopping violence is what we have to do. And we cannot stop violence unless we have the insight that what we do to the other person, we are doing to ourselves.”*
5. *“The way to share your insight is to help create the conditions so that others can realize the same insight—through their own experience, not just believing what you say. This takes skillfulness and patience.”*

## 1.10 Connection

1. *“There is no separate self.” You and your son, you and your daughter are just a continuation of many generations of ancestors. You are part of a long stream of life. Whatever your children do continues to affect you deeply—just like when they were in your womb. Whatever you do still affects your children deeply because they can never be cut off from you. Your happiness and suffering are your child’s happiness and suffering and vice versa. That is why you have to invest one hundred percent of yourself in the task of restoring communication.”*

2. *“Most of our suffering is born from our lack of understanding and insight that there is no separate self. The other person is you, you are the other person. If you get in touch with that truth, anger will vanish.”*
3. *“Who do you think you are? You are the other person. If you get angry with your son, you are getting angry with yourself. You are wrong to think that your son is not you. Your son is you. Genetically, physiologically, scientifically, your son is your continuation. That is the real truth.”*
4. *“So to help your son, make peace with yourself. Look deeply into yourself. If you want to help your mother, restore peace in yourself. Discover the insight that will allow you to help your mother. Helping yourself is the first condition for helping the other. Let go of the illusion called self. This is the essence of the practice that will free you and the other person from anger and suffering.”*

## 1.11 On Principles and Choices

1. *“From time to time we have to make a decision, and sometimes the decision is very difficult. We are forced to make a painful choice. But if we know what is most important to us, what we most deeply want for our life, the decision-making will become easier, and we won’t have to suffer a lot.”*

## 1.12 Five Remembrances

1. *“I am of the nature to grow old. I cannot escape old age. - I am of the nature to have ill health. I cannot escape ill health. - I am of the nature to die. I cannot escape dying. - All that is dear to me and everyone I love are of the nature to change. There is no way to escape being separated from them. I cannot keep anything. I come here empty-handed, and I go empty-handed. - My actions are my only true belongings. I cannot escape the consequences of my actions. My actions are the ground on which I stand. Every day we have to practice like this, taking a few moments to contemplate each exercise as we follow our breathing. We practice the Five Remembrances so that the seed of fear can circulate. We must invite it up to be recognized, to be embraced. And then when it goes back down again, it becomes smaller.”*

## 2 Wild Problems by Russ Roberts

Russell Roberts is an economist and writer who is currently a research fellow at the Hoover Institution, a conservative think tank at Stanford University. He is also a professor of economics at George Mason University and a well-known commentator on economic issues. Roberts is known for his popular economics podcast “EconTalk,” in which he interviews leading economists and discusses a wide range of economic topics. *Source: chatgpt.*

The following quotes are from Roberts (2021)

### 2.1 On Thoughts and Decisions

1. *“Normal human beings have trouble making decisions, and when we do, we often will come up with reasons that are merely an after-the-fact narrative—something we tell ourselves and others to justify what we’ve done or plan to do.”*
2. *“You might respond by saying that it’s wrong to “settle,” to be content with someone who is merely OK rather than someone great. Actually, I’m saying something worse. I’m not encouraging you to settle; I’m telling you that you have to settle. The best spouse/partner/career/city doesn’t exist and it’s not just because they’re hard to find. It’s not a meaningful concept.”*
3. *“For now, realize that Darwin can only pretend to make a rational decision. First, he can’t imagine what the actual costs and benefits are—especially the benefits—until he has experienced them. Second, he has to deal with the vampire problem. Whose weights matter, single Darwin’s or married Darwin’s? Marriage with children can look pretty stultifying. Yet many parents seem to be glad they’ve had children. Maybe they’re just fooling themselves. But even if those parents are telling the truth about their own experience, Darwin can’t know if his experience will be the same.”*

### 2.2 On Principles

1. *“Nothing cancels out betraying who you are or who you aspire to be. So you can’t add “losing respect for myself” as one of the costs of keeping the diamond.”*

2. *“So the narrow utilitarian part of the decision wasn’t irrelevant. But the flourishing part of the decision was the decisive one. I took the job because I felt like it was something I was meant to do, a calling. To turn down the opportunity would have felt like a betrayal of the deepest parts of me.”*
3. *“We can imagine cases where the utilitarian costs and benefits are so large that there comes a point where sense of self is trumped. If Teodora had a child who needed an operation that she couldn’t afford, I could imagine her keeping the diamond even though she would feel guilty. We would not judge her harshly. If anything, that’s the exception that proves the rule—Teodora’s identity as a mother would be another principle at her core competing with honesty. She would put either of those principles ahead of narrow utilitarianism.”*

## 2.3 On Growing

1. *“A Type 1 experience is nice the whole time—nothing too stressful, mostly positive. You enjoy it while you’re in the middle of it and you enjoy it after. A day at the beach. A walk in the park. A Type 2 experience is hard. There are moments of pain that have to be endured—difficult days with a lot of altitude gained over a fairly short distance, streams to be crossed without your shoes where the water runs so cold your feet go numb while you’re crossing, heavy gear to be carried on the trek that hurts your back or feet.”*
2. *“We are in the process of becoming.”*

## 2.4 On Ignorance

1. *“Start by facing your ignorance. Wild problems are not the kinds of problems with answers. And that’s OK. It’s better than OK. It’s glorious, something like going to Rome for the first and only time. Sure, some of us would love for someone to give us an itinerary to go with our trip to Rome—a tour bus where all the stops are preplanned because they’re the popular ones. But most of us would prefer to discover for ourselves what we love about Rome and what we might come to love. Wouldn’t you rather be surprised than have it all mapped out for you? And it doesn’t matter, because you can’t map it out anyway.”*
2. *“This is the idea of Chesterton’s Fence, named for an insight of G. K. Chesterton’s. When you come across something that doesn’t make sense to you—a fence in the middle of nowhere with no apparent purpose—you might be tempted to tear it down. Before you do, you should try to find out why it’s there—it may have a cause or purpose that isn’t obvious.”*

## 2.5 On Putting Yourself Second

1. *“Getting over yourself is a good place to start—being aware that you’re not the center of the universe. That requires some level of self-awareness—being aware of how your actions and words affect others and how you’re perceived. Self-awareness can come from therapy, meditation, religion, or reading philosophy or literature.”*
2. *“Alternatively, you might choose to sublimate your own status or the ability to express yourself in hopes of making your partner shine, or to enhance the experience of all of the dancers out on the floor. You might focus on being part of something larger than yourself, weaving near and around the other dancers in unexpected and delightful ways. When you act tactfully on the dance floor and behave properly, keeping others—your partner and the other couples—in mind, you have a choice in how to think of the experience before, during, and after. You can pride yourself on your selfless behavior or you can see yourself in a more holistic way, as part of something larger than yourself, a fuller, more connected experience.”*

## 3 Free Will by Sam Harris

Sam Harris is an American neuroscientist, philosopher, and author. He is known for his work in the fields of philosophy, neuroscience, and meditation, and for his critiques of religion and his advocacy of scientific skepticism, rationalism, and humanism. Harris is the author of several books, including “The End of Faith,” “Letter to a Christian Nation,” and “Waking Up: A Guide to Spirituality Without Religion,” in which he discusses the role of spirituality in modern society and the potential for a non-religious approach to spirituality. Harris has also been a vocal critic of certain forms of religion and has written and spoken extensively on the dangers of religious fundamentalism and the importance of scientific skepticism. *Source: chatgpt.*

The following quotes are from Harris (2012).

### 3.1 Facts on Decisions

1. *“The intention to do one thing and not another does not originate in consciousness—rather, it appears in consciousness, as does any thought or impulse that might oppose it.”*
2. *“Some moments before you are aware of what you will do next—a time in which you subjectively appear to have complete freedom to behave however you please—your brain has already determined what you will do. You then become conscious of this “decision” and believe that you are in the process of making it.”*

### 3.2 The Impossibility of Free Will

1. *“Consider what it would take to actually have free will. You would need to be aware of all the factors that determine your thoughts and actions, and you would need to have complete control over those factors. But there is a paradox here that vitiates the very notion of freedom—for what would influence the influences? More influences? None of these adventitious mental states are the real you. You are not controlling the storm, and you are not lost in it. You are the storm.”*

2. *“Most people are ruled by many mutually incompatible goals and aspirations: You want to finish your work, but you are also inclined to stop working so that you can play with your kids. You aspire to quit smoking, but you also crave another cigarette. You are struggling to save money, but you are also tempted to buy a new computer. Where is the freedom when one of these opposing desires inexplicably triumphs over its rival?”*
3. *“My mental life is simply given to me by the cosmos. Why didn’t I decide to drink a glass of juice? The thought never occurred to me. Am I free to do that which does not occur to me to do? Of course not.”*

### 3.3 On Blame

1. *“What does it mean to say that rapists and murderers commit their crimes of their own free will? If this statement means anything, it must be that they could have behaved differently—not on the basis of random influences over which they have no control, but because they, as conscious agents, were free to think and act in other ways. To say that they were free not to rape and murder is to say that they could have resisted the impulse to do so (or could have avoided feeling such an impulse altogether)—with the universe, including their brains, in precisely the same state it was in at the moment they committed their crimes. Assuming that violent criminals have such freedom, we reflexively blame them for their actions. But without it, the place for our blame suddenly vanishes, and even the most terrifying sociopaths begin to seem like victims themselves.”*



## 4 The Drunkard's Walk by Leonard Mlodinow

Leonard Mlodinow is a physicist, author, and screenwriter. He is best known for his popular science books, including “The Drunkard’s Walk: How Randomness Rules Our Lives” and “Subliminal: How Your Unconscious Mind Rules Your Behavior.” He has also co-authored several books with physicist Stephen Hawking, including “A Briefer History of Time” and “The Grand Design.” Mlodinow has also worked as a screenwriter and producer for television shows such as “Star Trek: The Next Generation” and “MacGyver.” *Source: chatgpt.* The following quotes are from Mlodinow (2009).

### 4.1 Concepts

1. “*...regression toward the mean. That is, in any series of random events an extraordinary event is most likely to be followed, due purely to chance, by a more ordinary one.*”
2. “*Mathematicians have a fancy name for the situation in which one problem is another in disguise: they call it an isomorphism.*”
3. “*Every reasonable person, Pascal concluded, should therefore follow the laws of God. Today this argument is known as Pascal’s wager.*”
4. “*Benford’s law, numbers arising in this cumulative fashion are not random but rather are biased in favor of the lower digits.*”
5. “*Whereas in the frequency interpretation you judge a sample by the way it turned out, in the subjective interpretation you judge a sample by the way it is produced.*”
6. “*The misconception—or the mistaken intuition—that a small sample accurately reflects underlying probabilities is so widespread that Kahneman and Tversky gave it a name: the law of small numbers.*”
7. “*The idea that the odds of an event with a fixed probability increase or decrease depending on recent occurrences of the event is called the gambler’s fallacy.*”
8. “*He dubbed the phenomenon—that in linked measurements, if one measured quantity is far from its mean, the other will be closer to its mean—regression toward the mean.*”

9. *“What you get then is called the sharpshooter effect, after the apocryphal fellow who excels in his aim because he shoots at blank paper and draws the target afterward.”*
10. *“The phenomenon was dubbed the butterfly effect, based on the implication that atmospheric changes so small they could have been caused by a butterfly flapping its wings can have a large effect on subsequent global weather patterns.”*

## 4.2 On Perception

1. *“If the details we are given fit our mental picture of something, then the more details in a scenario, the more real it seems and hence the more probable we consider it to be”*
2. *“One should not appraise human action on the basis of its results.”*
3. *“When we observe a success or a failure, we are observing one data point, a sample from under the bell curve that represents the potentialities that previously existed. We cannot know whether our single observation represents the mean or an outlier, an event to bet on or a rare happening that is not likely to be reproduced.”*
4. *“Human perception, Faraday recognized, is not a direct consequence of reality but rather an act of imagination.”*
5. *“Perception requires imagination because the data people encounter in their lives are never complete and always equivocal.”*
6. *“Either way it is important in our own lives to take the long view and understand that streaks and other patterns that don’t appear random can indeed happen by pure chance. It is also important, when assessing others, to recognize that among a large group of people it would be very odd if one of them didn’t experience a long streak of successes or failures.”*
7. *“There is therefore a fundamental clash between our need to feel we are in control and our ability to recognize randomness. That clash is one of the principal reasons we misinterpret random events.”*
8. *“Chance is a more fundamental conception than causality.”*
9. *“many of life’s failures are people who did not realize how close they were to success when they gave up.”*
10. *“keep marching forward because the best news is that since chance does play a role, one important factor in success is under our control: the number of at bats, the number of chances taken, the number of opportunities seized. For even a coin weighted toward failure will sometimes land on success.”*

## 5 The Kybalion by The Three Initiates

The Kybalion is a book on the teachings of the Hermetic philosophy, which is a set of spiritual principles that are said to be based on the writings of the ancient Egyptian sage Hermes Trismegistus. The Kybalion was published in 1908 and attributed to three initiates, who are referred to as “the masters” in the book. The identity of the three initiates is unknown and there is some debate about whether they were real individuals or simply pseudonyms used by the book’s author or authors. The Kybalion is a key text in the study of Hermeticism and has been influential in the development of various spiritual and metaphysical movements. It covers a range of topics, including the principles of mentalism, correspondence, vibration, polarity, rhythm, and causation. *Source: chatgpt.*

The following quotes are from Initiates (1908).

### 5.1 The Seven Principles

1. *“The all is Mind; The Universe is Mental.”*
2. *“As above, so below; as below, so above.”*
3. *“Nothing rests; everything moves; everything vibrates.”*
4. *“Everything is Dual; everything has poles; everything has its pair of opposites; like and unlike are the same; opposites are identical in nature, but different in degree; extremes meet; all truths are but half-truths; all paradoxes may be reconciled.”*
5. *“Everything flows, out and in; everything has its tides; all things rise and fall; the pendulum-swing manifests in everything; the measure of the swing to the right is the measure of the swing to the left; rhythm compensates.”*
6. *“Every Cause has its Effect; every Effect has its Cause; everything happens according to Law; Chance is but a name for Law not recognized; there are many planes of causation, but nothing escapes the Law.”*
7. *“Gender is in everything; everything has its Masculine and Feminine Principles; Gender manifests on all planes.”*

## 5.2 The All and Higher Energy

1. *“And still more presumptuous are those who attempt to ascribe to THE ALL the personality, qualities, properties, characteristics and attributes of themselves, ascribing to THE ALL the human emotions, feelings, and characteristics, even down to the pettiest qualities of mankind, such as jealousy, susceptibility to flattery and praise, desire for offerings and worship, and all the other survivals from the days of the childhood of the race. Such ideas are not worthy of grown men and women, and are rapidly being discarded.”*
2. *“Spirit is simply a name that men give to the highest conception of Infinite Living Mind—it means ‘the Real Essence’—it means Living Mind, as much superior to Life and Mind as we know them, as the latter are superior to mechanical Energy and Matter.”*

## 5.3 On Mental States

1. *“A knowledge of the existence of this great Hermetic Principle will enable the student to better understand his own mental states, and those of other people. He will see that these states are all matters of degree, and seeing thus, he will be able to raise or lower the vibration at will—to change his mental poles, and thus be Master of his mental states, instead of being their servant and slave. And by his knowledge he will be able to aid his fellows intelligently and by the appropriate methods change the polarity when the same is desirable.”*
2. *“The Hermetic Masters long since discovered that while the Principle of Rhythm was invariable, and ever in evidence in mental phenomena, still there were two planes of its manifestation so far as mental phenomena are concerned. They discovered that there were two general planes of Consciousness, the Lower and the Higher, the understanding of which fact enabled them to rise to the higher plane and thus escape the swing of the Rhythmic pendulum which manifested on the lower plane. In other words, the swing of the pendulum occurred on the Unconscious Plane, and the Consciousness was not affected. This they call the Law of Neutralization. Its operations consist in the raising of the Ego above the vibrations of the Unconscious Plane of mental activity, so that the negative-swing of the pendulum is not manifested in consciousness, and therefore they are not affected. It is akin to rising above a thing and letting it pass beneath you. The Hermetic Master, or advanced student, polarizes himself at the desired pole, and by a process akin to “refusing” to participate in the backward swing or, if you prefer, a “denial” of its influence over him, he stands firm in his polarized.”*
3. *“But the Hermetists carry it still further. They teach that a man’s mental states are subject to the same Law. The man who enjoys keenly, is subject to keen suffering; while he who feels but little pain is capable of feeling but little joy. The pig suffers but little mentally, and enjoys but little—he is compensated. And on the other hand, there are*

*other animals who enjoy keenly, but whose nervous organism and temperament cause them to suffer exquisite degrees of pain and so it is with Man. There are temperaments which permit of but low degrees of enjoyment, and equally low degrees of suffering; while there are others which permit the most intense enjoyment, but also the most intense suffering."*

## 5.4 On Free Will

1. *"We do not wish to enter into a consideration of Free Will, or Determinism, in this work, for various reasons. Among the many reasons, is the principal one that neither side of the controversy is entirely right—in fact, both sides are partially right, according to the Hermetic Teachings. The Principle of Polarity shows that both are but Half-Truths the opposing poles of Truth. The Teachings are that a man may be both Free and yet bound by Necessity, depending upon the meaning of the terms, and the height of Truth from which the matter is examined. The ancient writers express the matter thus: "The further the creation is from the Centre, the more it is bound; the nearer the Centre it reaches, the nearer Free is it."*
2. *"The majority of people are more or less the slaves of heredity, environment, etc., and manifest very little Freedom. They are swayed by the opinions, customs and thoughts of the outside world, and also by their emotions, feelings, moods, etc. They manifest no Mastery, worthy of the name. They indignantly repudiate this assertion, saying, "Why, I certainly am free to act and do as I please—I do just what I want to do," but they fail to explain whence arise the "want to" and "as I please." What makes them "want to" do one thing in preference to another; what makes them "please" to do this, and not do that? Is there no "because" to their "pleasing" and "Wanting"? The Master can change these "pleases" and "wants" into others at the opposite end of the mental pole. He is able to "Will to will," instead of to will because some feeling, mood, emotion, or environmental suggestion arouses a tendency or desire within him so to do."*

## 6 Discourses by Epictetus

Epictetus was a Greek philosopher who lived in the first and second centuries AD. He was born a slave, but eventually gained his freedom and became a respected teacher. Epictetus is known for his philosophy of Stoicism, which emphasizes the importance of living in accordance with reason and virtue. He believed that individuals have control over their own thoughts and actions, and that they should strive to cultivate inner peace and happiness. Epictetus's teachings have had a significant influence on Western philosophy and have been widely studied and admired for centuries. *Source: chatgpt.*

The following quotes are from Hard and Gill (2014).

### 6.1 On Complaining

1. *“Yes, but my nose is running. Then what do you have hands for, you slave? Isn't it to be able to wipe your nose? How much better it would be for you to wipe your nose than to find fault”*
2. *“Come now, haven't you been endowed with faculties that enable you to bear whatever may come about? Haven't you been endowed with greatness of soul? And with courage? And with endurance? If only I have greatness of soul, what reason is left for me to be worried about anything that may come to pass? What can disconcert or trouble me, or seem in any way distressing? Shall I fail to apply my capacities to the end for which I have received them, but instead groan and lament about things that come about?”*

### 6.2 On Judgements

1. *“From this day forth, then, whenever we fail to act rightly we'll ascribe the blame to nothing other than the judgment that led us to act as we did, and will endeavor to destroy it and cut it out, even more than with tumors and abscesses of our body. In like fashion we will also ascribe what we do right to the same cause. No longer will we blame slave, or neighbor, or wife, or children as being responsible for any of our ills, since we're now convinced that unless we judge things to be of a certain nature, we don't carry out the actions that follow from that judgment. Now when it comes to forming a judgment, or not forming one, we're the masters of that, and not things outside ourselves.”*

2. *“So accordingly from this day onward we’ll investigate and examine the nature and condition of nothing else at all be it land or slaves or horses or dogs but only of our judgments. You can see then that it’s necessary for you to become a student, that creature who is the butt of everyone’s laughter, if you really want to subject your opinions to proper examination. And that as you are fully aware, is not the work of a single hour or day.”*
3. *“Don’t you know how small a part you are by comparison to the whole with regard to your body?... but when it comes to your reason you’re not inferior to the gods nor do you fall short of them because the greatness of reason is measured not by height or length but by the quality of its judgments.”*

### 6.3 Use Your Mind

1. *“Now if you were ignorant of the purpose for which you possess the power of sight you’d be unfortunate and in a bad way if you close your eyes when colors were presenting themselves; so when you have nobility and greatness of mind to enable you to deal with every circumstance, and yet are ignorant of that, aren’t you even more unfortunate and even worse off? Things that the faculty in your possession is well fitted to deal with present themselves to you, and yet you renounce the use of it at the very moment when you should be keeping it open for use and fully attentive. Shouldn’t you be giving thanks, rather, to the gods for having enable you to rise above everything that they have placed within your power, and having rendered you accountable only for what is subject to your control? With regard to your parents, they have discharged you from all accountability; and likewise with regard to your brothers and sisters, and to your body, and to your property, and life and death. Well then, what have they made you accountable for? Only for what lies within your power, the right use of your impressions. Why do you charge yourself, then, with things for which you’re not accountable? You’re merely creating trouble for yourself.”*

### 6.4 On Understanding

1. *“This man who has fallen into error and is mistaken about the most important matters, and thus has gone blind, not with regard to the eyesight that distinguishes white from black, but with regard to judgment that distinguishes good from bad. Should someone like this be put to death? If you put the question in that way you’ll recognize the inhumanity of the thought that you’re expressing and see that it is equivalent to saying, should this blind man then or that deaf one be put to death? For the greatest harm that a person can suffer is the loss of the most valuable goods, and the most valuable thing that anyone can possess is correct choice. Then if someone is deprived of that, what reason is left for you to be angry with him?”*

2. *“Whoever keeps this fact clearly in mind, then, that for human beings the present impression is the measure of every action. An impression that may besides be well or badly formed. If well, that person is beyond reproach. If badly, he himself pays the penalty, since it is impossible that one person should go astray and another one pay the penalty for it. Whoever keeps this in mind then will never be angry with anyone and will never abuse, never criticize, never hate, and never offend anyone.”*

## 6.5 A Good Bargain

1. *“That is why I lost my lamp, because the thief was better than me keeping awake. But he has paid a high price for the lamp, since in return for a lamp he has become a thief, in return for a lamp, a man of bad faith, in return for a lamp, a wild beast. That struck him as a good bargain!”*

## 6.6 On Learning

1. *“For the same reason it is also ridiculous to say ‘give me some advice.’ What advice should I give you? No this is what you should say: ‘Ensure that my mind will be able to adapt itself to whatever comes about.’ For the former request amounts to the same as an illiterate person asking, ‘tell me what to write when some name is set for me to write.’ Suppose I tell him to write ‘Dion’, and teacher comes along and sets him not to that name, but ‘Theon’, what will come of it? What is he to write? But if you studied how to write, you’ll be ready for everything that may be dictated to you; and if not, what advice should I give you now? If the circumstances should dictate something different, what will you say, what will you do? Keep this general principle in mind, then, and you will never be in need of advice. But if you’re constantly hankering after external things, you’re sure to be tested this way and that in accordance with your master’s will. And who is your master? Whoever has authority over anything that you’re anxious to gain or avoid.”*

## 6.7 On Human Beings

1. *“What are you? A human being. Now if you consider yourself in isolation, it is natural for you to live to an advanced age, to be rich, and to enjoy good health; but if you consider yourself as a human being and as a part of some whole, it may be in the interest of the whole that you should now fall ill, now embark on a voyage and be exposed to danger, now suffer poverty, and perhaps even die before your time. Why do you resent this, then? Don’t you know that in isolation of foot is no longer a foot, and that you likewise will no longer be a human being? What, then, is a human being? A part of a city first of all,*



*that which is made up of gods and human beings, then that which is closest to us and which we call a city, which is a microcosm of the universal city.”*

## 6.8 On Retaliation

1. “‘What then if someone injures me won’t I injure him in return?’ Consider first what injury is, and recall what you’ve heard from the philosophers. If it is the case, then that the good lies in choice, and the bad likewise, see whether what you’ve just said amounts to this: ‘since the person in question has injured himself by inflicting some wrong on me, shouldn’t I injure myself by inflicting some wrong on him?’ Why don’t we picture the matter in some such way as that, instead of counting it as an injury when we suffer some loss with regard to our body or possessions, while counting it as no injury at all where our choice is affected? It is that when one is deceived or commits an injustice, one suffers no pain in one’s head, or eyes, or one’s hip, nor does one lose any land; and we’re concerned about nothing other than things of that kind. As to whether our choice is kept honest and trustworthy, or be shameful and unreliable, that doesn’t cause us the slightest concern, except when it comes to making fine speeches in the classroom. And so the progress that we make extends only to speechifying, and apart from that we advance no not a step further.”

## 7 The Courage To Be Disliked

Ichiro Kishimi is a Japanese author and speaker, known for his work in the field of cognitive-behavioral therapy and self-help. He is the author of several books, including “The Courage to be Disliked,” which is a best-seller in Japan and has been translated into many languages. He is also known for his work as a speaker, where he gives talks and workshops on topics related to cognitive-behavioral therapy and self-help. He has spoken at conferences, universities, and other events in Japan and other countries. *Source: chatgpt.*

The following quotes are from Kishimi (2018).

### 7.1 On Confrontation

1. *“When you are challenged to a fight, and you sense that it is a power struggle, step down from the conflict as soon as possible. Do not answer his action with a reaction. That is the only thing we can do.”*

### 7.2 On Parenting and Relationships

1. *“Adlerian psychology does not recommend the noninterference approach. Noninterference is the attitude of not knowing, and not even being interested in knowing what the child is doing. Instead, it is by knowing what the child is doing that one protects him. If it’s studying that is the issue, one tells the child that that is his task, and one lets him know that one is ready to assist him whenever he has the urge to study. But one must not intrude on the child’s task. When no requests are being made, it does not do to meddle in things.”*
2. *“When reward is at the base of an interpersonal relationship, there’s a feeling that wells up in one that says, “I gave this much, so you should give me that much back.” This is a notion that is quite different from separation of tasks, of course. We must not seek reward, and we must not be tied to it.”*
3. *“You convey words of gratitude, saying thank you to this partner who has helped you with your work. You might express straightforward delight: “I’m glad.” Or you could convey your thanks by saying, “That was a big help.” This is an approach to encouragement that is based on horizontal relationships.”*

4. *“Being praised essentially means that one is receiving judgment from another person as ”good.” And the measure of what is good or bad about that act is that person’s yardstick. If receiving praise is what one is after, one will have no choice but to adapt to that person’s yardstick and put the brakes on one’s own freedom. ”Thank you,” on the other hand, rather than being judgment, is a clear expression of gratitude. When one hears words of gratitude, one knows that one has made a contribution to another person.”*
5. *“They treat the idealized image as one hundred points, and they gradually subtract from that. This is truly a ”judgment” way of thinking. Instead, the parents could refrain from comparing their child to anyone else, see him for who he actually is, and be glad and grateful for his being there.”*
6. *“We can live only in the here and now. Our lives exist only in moments. Adults who do not know this attempt to impose ”linear” lives onto young people. Their thinking is that staying on the conventional tracks—good university, big company, stable household—is a happy life. But life is not made up of lines or anything like that.”*

### 7.3 On Bad Narratives

1. *“You notice only your shortcomings because you’ve resolved to not start liking yourself. In order to not like yourself, you don’t see your strong points and focus only on your shortcomings. First, understand this point.”*
2. *“One can think from the viewpoint that it is an interpersonal relationship card. As long as I use etiology to think, It is because he hit me that I have a bad relationship with my father, it would be a matter that was impossible for me to do anything about. But if I can think, I brought out the memory of being hit because I don’t want my relationship with my father to get better, then I will be holding the card to repair relations.”*

### 7.4 On Making a Change

1. *“Do not cling to the small community right in front of you. There will always be more ”you and I,” and more ”everyone,” and larger communities that exist.”*

### 7.5 On Finding Meaning

1. *“It’s quite simple. It is when one is able to feel ”I am beneficial to the community” that one can have a true sense of one’s worth.”*

2. *“If one really has a feeling of contribution, one will no longer have any need for recognition from others.”*
3. *“Because one will already have the real awareness that “I am of use to someone,” without needing to go out of one’s way to be acknowledged by others. In other words, a person who is obsessed with the desire for recognition does not have any community feeling yet, and has not managed to engage in self-acceptance, confidence in others, or contribution to others.”*

## 8 Man's Search For Meaning

Viktor Frankl was an Austrian neurologist, psychiatrist, and Holocaust survivor. He was the founder of logotherapy, which is a form of existential analysis and a meaning-centered psychotherapy. Frankl's theory emphasizes the importance of meaning and purpose in life as a key aspect of mental health and well-being. His work has been influential in the fields of psychology, psychiatry, and psychotherapy, as well as in the broader field of humanistic and existential psychology. He passed away 1997. *Source: chatgpt.*

The following quotes are from Frankl (2006).

### 8.1 On Suffering

1. *"If a certain quantity of gas is pumped into an empty chamber, it will fill the chamber completely and evenly, no matter how big the chamber. Thus suffering completely fills the human soul and conscious mind, no matter whether the suffering is great or little. Therefore the "size" of human suffering is absolutely relative."*
2. *"Suffering is an ineradicable part of life, even as fate and death. Without suffering and death human life cannot be complete."*
3. *"When a man finds that it is his destiny to suffer, he will have to accept his suffering as his task; his single and unique task. He will have to acknowledge the fact that even in suffering he is unique and alone in the universe. No one can relieve him of his suffering or suffer in his place. His unique opportunity lies in the way in which he bears his burden."*

### 8.2 On Fate

1. *"Does this not bring to mind the story of Death in Teheran? A rich and mighty Persian once walked in his garden with one of his servants. The servant cried that he had just encountered Death, who had threatened him. He begged his master to give him his fastest horse so that he could make haste and flee to Teheran, which he could reach that same evening. The master consented and the servant galloped off on the horse. On returning to his house the master himself met Death, and questioned him, "Why did you terrify*

*and threaten my servant?" "I did not threaten him; I only showed surprise in still finding him here when I planned to meet him tonight in Teheran," said Death."*

### 8.3 On Freedom of Choice

1. *"everything can be taken from a man but one thing: the last of the human freedoms—to choose one's attitude in any given set of circumstances, to choose one's own way."*
2. *"The way in which a man accepts his fate and all the suffering it entails, the way in which he takes up his cross, gives him ample opportunity—even under the most difficult circumstances—to add a deeper meaning to his life. It may remain brave, dignified and unselfish. Or in the bitter fight for self-preservation he may forget his human dignity and become no more than an animal. Here lies the chance for a man either to make use of or to forgo the opportunities of attaining the moral values that a difficult situation may afford him. And this decides whether he is worthy of his sufferings or not."*

### 8.4 On the Meaning of Life

1. *"Life ultimately means taking the responsibility to find the right answer to its problems and to fulfill the tasks which it constantly sets for each individual."*
2. *"A man who becomes conscious of the responsibility he bears toward a human being who affectionately waits for him, or to an unfinished work, will never be able to throw away his life. He knows the "why" for his existence, and will be able to bear almost any "how.""*
3. *"What would have happened, Doctor, if you had died first, and your wife would have had to survive you?" "Oh," he said, "for her this would have been terrible; how she would have suffered!" Whereupon I replied, "You see, Doctor, such a suffering has been spared her, and it was you who have spared her this suffering—to be sure, at the price that now you have to survive and mourn her." He said no word but shook my hand and calmly left my office. In some way, suffering ceases to be suffering at the moment it finds a meaning, such as the meaning of a sacrifice."*

## 9 Siddhartha by Hermann Hesse

Hermann Hesse was a German-Swiss poet, novelist, and painter. He is best known for his novels “Steppenwolf”, “Siddhartha”, and “The Glass Bead Game,” which explore themes of individual spiritual journeys, and the search for authenticity and self-knowledge. He was awarded the Nobel Prize in Literature in 1946. *Source: chatgpt.* The following quotes are from Hesse (1922).

### 9.1 On Change

1. *“I am travelling. I was a rich man and am no rich man any more, and what I’ll be tomorrow, I don’t know.”*
2. *“Where is Siddhartha the Brahman? Where is Siddhartha the Samana? Where is Siddhartha the rich man? Non-eternal things change quickly, Govinda, you know it.”*

### 9.2 On Learning and Knowing

1. *“to get a taste of everything for oneself, which one needs to know. That lust for the world and riches do not belong to the good things, I have already learned as a child. I have known it for a long time, but I have experienced only now. And now I know it, don’t just know it in my memory, but in my eyes, in my heart, in my stomach. Good for me, to know this!”*

### 9.3 On Parenting

1. *“You don’t force him, don’t beat him, don’t give him orders, because you know that ‘soft’ is stronger than ‘hard’, Water stronger than rocks, love stronger than force. Very good, I praise you. But aren’t you mistaken in thinking that you wouldn’t force him, wouldn’t punish him? Don’t you shackle him with your love? Don’t you make him feel inferior every day, and don’t you make it even harder on him with your kindness and patience? Don’t you force him, the arrogant and pampered boy, to live in a hut with two old banana-eaters, to whom even rice is a delicacy, whose thoughts can’t be his, whose hearts are old*

*and quiet and beats in a different pace than his? Isn't forced, isn't he punished by all this?"*

2. *"Would you actually believe that you had committed your foolish acts in order to spare your son from committing them too?"*
3. *"Which father, which teacher had been able to protect him from living his life for himself, from soiling himself with life, from burdening himself with guilt, from drinking the bitter drink for himself, from finding his path for himself?"*

## 9.4 On Flowing

1. *"In this hour, Siddhartha stopped fighting his fate, stopped suffering. On his face flourished the cheerfulness of a knowledge, which is no longer opposed by any will, which knows perfection, which is in agreement with the flow of events, with the current of life, full of sympathy for the pain of others, full of sympathy for the pleasure of others, devoted to the flow, belonging to the oneness."*
2. *"When someone is searching," said Siddhartha, "then it might easily happen that the only thing his eyes still see is that what he searches for, that he is unable to find anything, to let anything enter his mind, because he always thinks of nothing but the object of his search, because he has a goal, because he is obsessed by the goal. Searching means: having a goal. But finding means: being free, being open, having no goal. You, oh venerable one, are perhaps indeed a searcher, because, striving for your goal, there are many things you don't see, which are directly in front of your eyes." I"*



# 10 The Creative Act by Rick Ruben

Rick Rubin is a well-known American record producer and music executive. He is known for his significant contributions to the music industry and has worked with numerous iconic artists across different genres.

Rick Rubin co-founded Def Jam Recordings in the 1980s and played a crucial role in the development of hip-hop music. He has also produced albums for a wide range of artists, including rock, pop, and country musicians. Some of the artists he has worked with include Beastie Boys, Run-D.M.C., Johnny Cash, Red Hot Chili Peppers, Slayer, and more. *Source: chatgpt.*

The following quotes are from Rubin (2023).

## 10.1 On Creativity

1. *“To create is to bring something into existence that wasn’t there before. It could be a conversation, the solution to a problem, a note to a friend, the rearrangement of furniture in a room, a new route home to avoid a traffic jam.”*
2. *“Practicing a way of being that allows you to see the world through uncorrupted, innocent eyes can free you to act in concert with the universe’s timetable.”*
3. *“The things we believe carry a charge regardless of whether they can be proven or not.”*
4. *“Often, the most innovative ideas come from those who master the rules to such a degree that they can see past them or from those who never learned them at all.”*
5. *“Great art is created through freedom of self-expression and received with freedom of individual interpretation.”*
6. *“You are creating the work that best represents you. Another artist is making the work that best represents them.”*
7. *“Refine it to the point where it is stripped bare, in its least decorative form yet still intact. With nothing extra. Sometimes the ornamentation can be of use, often not. Less is generally more.”*

8. *“When testing, don’t overintellectualize your choice of criteria. You’re looking for that first instinct, the knee-jerk reaction before any thought. The instinctual tug tends to be the purest, whereas the second, more reasoned thought tends to be processed and distorted through analysis.”*
9. *“The moment one collaborator gives in and settles on a less preferential option for the sake of moving forward, everyone loses. Great decisions aren’t made in a spirit of sacrifice. They’re made by the mutual recognition of the best solution available.”*

## 10.2 On Mindfulness and Presence

10. *“We can decide to take three slow, deep breaths upon awakening each morning. This simple act can set a course to start each day still, centered, and in the moment.”*
11. *“Nature transcends our tendencies to label and classify, to reduce and limit. The natural world is unfathomably more rich, interwoven, and complicated than we are taught, and so much more mysterious and beautiful.”*
12. *“An old man in Calcutta would walk to get water from a well every day. He’d carry a clay pot and lower it by hand slowly, all the way down, careful not to let it hit the sides of the well and break. Once it was full, he’d raise the pot slowly and carefully again. It was a focused, time-consuming act. One day, a traveler noticed the old man engaged in this difficult task. More experienced with mechanics, he showed the old man how to use a pulley system. “This will allow the pot to go straight down quickly,” the traveler explained, “then fill with water and come back up, without hitting the sides. It’s much easier and the pot will be just as full with much less work.” The old man looked at him and said, “I think I’m going to keep doing it the way I always have. I really have to think about each movement and there’s a great deal of care that goes into doing it right. I’d imagine if I were to use the pulley, it would become easy and I might even start thinking about something else while doing it. If I put so little care and time into it, what might the water taste like? It couldn’t possibly taste as good.””*
13. *“Formulating an opinion is not listening. Neither is preparing a response, or defending our position or attacking another’s. To listen impatiently is to hear nothing at all. Listening is suspending disbelief.”*
14. *“Many of our beliefs were learned before we had a choice in what we were taught. Some of them might go back generations and may no longer apply. Some may never have applied. Listening, then, is not just awareness. It’s freedom from accepted limitations.”*
15. *“Be aware of strong responses. If you’re immediately turned off by an experience, it’s worth examining why.”*

16. *“Working to free yourself from inner voices is a kind of meditation. Set aside all concerns for a stretch of time and say, I’m only going to focus on this one practice: making great work.”*
17. *“In addition to meditation, we might softly hold on to a question and go for a walk, swim, or drive. The question isn’t being worked on, just loosely held in awareness. We are posing it gently to the Universe and opening ourselves to receive an answer.”*

### 10.3 On Perfectionism and Play

18. *“We’re not playing to win, we’re playing to play. And ultimately, playing is fun. Perfectionism gets in the way of fun. A more skillful goal might be to find comfort in the process. To make and put out successive works with ease.”*
19. *“We can apply this same technique to ourselves and embrace our imperfections. Whatever insecurities we have can be reframed as a guiding force in our creativity. They only become a hindrance when they prevent our ability to share what’s closest to our heart.”*
20. *“Rules obeyed unconsciously are far stronger than the ones set on purpose. And they are more likely to undermine the work.”*
21. *“For every rule followed, examine the possibility that the opposite might be similarly interesting. Not necessarily better, just different. In the same way, you can try the opposite or the extreme of what’s suggested in these pages and it will likely be just as fruitful.”*
22. *“If we live in a mindset of scarcity, we hoard great ideas. A comedian may be presented with a perfect opportunity to tell a favorite new joke they’ve written, but instead will hold it back waiting for a more high-profile occasion. When we use our material, new content comes through. And the more we share, the more our skills improve.”*
23. *“In the process of experimentation, we allow ourselves to make mistakes, to go too far, to go even further, to be inept. There is no failure, as every step we take is necessary to reach our destination, including the missteps. Each experiment is valuable in its own way if we learn something from it. Even if we can’t comprehend its worth, we are still practicing our craft, moving ever so much closer to mastery.”*

### 10.4 On Dedication and Work

24. *“Our life’s work is far greater than any individual container. The works we do are at most chapters. There will always be a new chapter, and another after that. Though some might be better than others, that is not our concern. Our objective is to be free to*

*close one chapter and move on to the next, and to continue that process for as long as it pleases us.”*

25. *“Putting your best effort in at each moment, in each chapter, is all we can ever hope to accomplish.”*
26. *“If you are living in the belief that success will cure your pain, when the treatment comes and doesn’t work, it can lead to hopelessness. A depression can accompany the realization that what you’ve spent most of your life chasing hasn’t fixed your insecurities and vulnerabilities. More likely, with the stakes and consequences now higher, it has only amplified the pressure. And we are never taught how to handle this epic disappointment.”*
27. *“The outcome is not the outcome. The darkness is not an end point, nor is the daylight. They live in a continually unfolding, mutually dependent cycle. Neither is bad or good. They simply exist.”*
28. *“You work not as an evangelist, expecting miracles, but as a scientist, testing and adjusting and testing again. Experimenting and building on the results. Faith is rewarded, perhaps even more than talent or ability. After all, how can we offer the art what it needs without blind trust? We are required to believe in something that doesn’t exist in order to allow it to come into being.”*

## **10.5 On Perceptions**

29. *“Generally our explanations are guesses. These vague hypotheticals become fixed in our minds as fact. We are interpretation machines, and this process of labeling and detaching is efficient but not accurate. We are the unreliable narrators of our own experience.”*

# 11 The Psychology of Money by Morgan Housel

Morgan Housel is a well-known author and financial writer. He is recognized for his insightful and accessible writing on personal finance, investing, and behavioral economics.

Morgan Housel has contributed to publications like The Wall Street Journal and The Motley Fool. *Source: chatgpt.*

The following quotes are from Housel (2020).

1. *“Studying history makes you feel like you understand something. But until you’ve lived through it and personally felt its consequences, you may not understand it enough to change your behavior.”*
2. *“”You had a bad outcome so it must have been caused by a bad decision” is the story that makes the most sense to me. But when judging myself I can make up a wild narrative justifying my past decisions and attributing bad outcomes to risk.”*
3. *“But the majority of Benjamin Graham’s investing success was due to owning an enormous chunk of GEICO stock which, by his own admission, broke nearly every diversification rule that Graham himself laid out in his famous texts.”*
4. *“Nothing is as good or as bad as it seems.”*
5. *“Nigerian scam artist once told The New York Times that he felt guilty for hurting others, but ”poverty will not make you feel the pain.”*
6. *“There is no reason to risk what you have and need for what you don’t have and don’t need.”*
7. *“But the way to be rich is to spend money you have, and to not spend money you don’t have. It’s really that simple.”<sup>31</sup>*
8. *“But wealth is hidden. It’s income not spent. Wealth is an option not yet taken to buy something later. Its value lies in offering you options, flexibility, and growth to one day purchase more stuff than you could right now.”*
9. *“Savings can be created by spending less. You can spend less if you desire less. And you will desire less if you care less about what others think of you.”*

10. *“It had been built to withstand the worst past historical earthquake, with the builders not imagining much worse—and not thinking that the worst past event had to be a surprise, as it had no precedent.”*
11. *“The correct lesson to learn from surprises is that the world is surprising. Not that we should use past surprises as a guide to future boundaries; that we should use past surprises as an admission that we have no idea what might happen next.”*
12. *“Many investors and economists take comfort in knowing their forecasts are backed up by decades, even centuries, of data. But since economies evolve, recent history is often the best guide to the future, because it’s more likely to include important conditions that are relevant to the future.”*
13. *“The wisdom in having room for error is acknowledging that uncertainty, randomness, and chance—“unknowns”—are an ever-present part of life. The only way to deal with them is by increasing the gap between what you think will happen and what can happen while still leaving you capable of fighting another day.”*
14. *“So if many things rely on one thing working, and that thing breaks, you are counting the days to catastrophe. That’s a single point of failure.”*
15. *“An underpinning of psychology is that people are poor forecasters of their future selves.”*
16. *“Every job looks easy when you’re not the one doing it because the challenges faced by someone in the arena are often invisible to those in the crowd.”*
17. *“But if you view volatility as a fee, things look different.”*
18. *“But while we can see how much money other people spend on cars, homes, clothes, and vacations, we don’t get to see their goals, worries, and aspirations. A young lawyer aiming to be a partner at a prestigious law firm might need to maintain an appearance that I, a writer who can work in sweatpants, have no need for. But when his purchases set my own expectations, I’m wandering down a path of potential disappointment because I’m spending the money without the career boost he’s getting. We might not even have different styles. We’re just playing a different game. It took me years to figure this out.”*
19. *“Another is that pessimists often extrapolate present trends without accounting for how markets adapt.”*
20. *“A doctor may throw the kitchen sink at her patient’s cancer, but choose palliative care for herself.”*

## 12 The Cosmic Serpent by Jeremy Narby

Jeremy Narby is a Swiss-Canadian anthropologist and author known for his work on indigenous knowledge, shamanism, and the relationship between traditional wisdom and modern science. Narby's work has led to discussions about the intersection of indigenous wisdom, scientific inquiry, and the nature of consciousness. His ideas have influenced dialogues around the relationships between traditional cultures and Western scientific approaches. *Source: chatgpt.*

The following quotes are from Narby (1999).

1. *"I was continually struck by their profound practicality. They did not talk of doing things; they did them."*
2. *"I am just a human being, for example, and am intimately linked to other life forms and that true reality is more complex than our eyes lead us to believe."*
3. *"What if it were true that nature speaks in signs and that the secret to understanding its language consists in noticing similarities in shape or in form?"*
4. *"to objectify one's objectifying relationship," which is another way of saying "to become aware of one's gaze."*
5. *"Nigerian scam artist once told The New York Times that he felt guilty for hurting others, but "poverty will not make you feel the pain."*
6. *"it was by going back and forth between these two levels that one could bring back useful and verifiable knowledge that was otherwise unobtainable."*
7. *"Popper proposed instead to test theories in ways that seek to contradict, or falsify, them; the absence of contradictory evidence thereby becomes proof of the theory's validity."*

# 13 Lectures and Saying by Musonius Rufus

Musonius Rufus (c. 30-100 AD) was a Roman Stoic philosopher. He was known for his teachings on ethics, virtue, and the principles of Stoicism. Musonius Rufus was a prominent figure in the Stoic school and had a significant influence on his contemporaries and later Stoic philosophers. Source: chatgpt.

The following quotes are from King (2011).

1. *“And yet, wouldn’t everyone agree that it is much better to work to gain control over one’s own desires than it is to work to gain possession of someone else’s wife—and for a person to train himself to want little instead of struggling to become wealthy? And instead of exerting effort to gain fame, shouldn’t a person strive to overcome his thirst for it? Instead of searching for a way to damage a person whom he envies, shouldn’t he contemplate how not to bear envy against anyone? Instead of being slavish to some so-called friends, who are actually insincere, shouldn’t he make sacrifices to win true friends?”*
2. *“you are a good and virtuous person, exile would not harm or diminish you, because you still have the things that can best assist and elevate you.”*
3. *“A beast is not able to comprehend that many of the wrongs done to people are done out of ignorance and a lack of understanding. A person who gains this comprehension immediately stops doing wrong.”*
4. *“And, indeed, at each meal, there is not one chance for making a mistake, but several. The person who eats more than he should makes a mistake. So does the person who eats in a hurry, the person who is enthralled by gourmet food, the person who favors sweets over nutritious foods, and the person who does not share his food equally with his fellow-diners. We make another mistake in connection with food when we leave what we are supposed to be doing in order to eat, even though it isn’t mealtime.”*
5. *“is not possible to live well today unless you treat it as your last day.”*
6. *“The treasures of Croesus and Cinyras we shall consider equivalent to extreme poverty. Indeed, we will hold that one man and one man only is truly wealthy—he who learns to want nothing in every circumstance.”*



7. “*Consider this. If you have accomplished something good through hard work, that labor will quickly disappear. If something is done well by you, it will not disappear as long as you live. But if you have done something wicked in the pursuit of pleasure, the pleasure will quickly disappear, but the wicked thing will stay with you forever.*”

# 14 From Strength to Strength by Arthur C. Brooks

Arthur C. Brooks is an American social scientist, author, and public commentator. He has held various positions related to economics, public policy, and social issues. He is known for his research on topics such as economic opportunity, happiness, and the intersection of economics and culture.

Brooks has also been associated with think tanks and policy organizations. He served as the president of the American Enterprise Institute (AEI), a conservative think tank, from 2009 to 2019. During his tenure at AEI, he focused on promoting ideas related to free enterprise, individual liberty, and economic growth. *Source: chatgpt.*

The following quotes are from Brooks (2022).

## 14.1 Quotes

1. *“Here is the reality: in practically every high-skill profession, decline sets in sometime between one’s late thirties and early fifties. Sorry, I know that stings. And it gets worse: the more accomplished one is at the peak of one’s career, the more pronounced decline seems once it has set in.”*
2. *“The researchers found that physicians over sixty-five are 50 percent more likely than younger doctors (under fifty-one) at being found at fault for malpractice.”*
3. *“We might call this the “principle of psychoprofessional gravitation”: the idea that the agony of decline is directly related to prestige previously achieved, and to one’s emotional attachment to that prestige.”*
4. *“The first is fluid intelligence, which Cattell defined as the ability to reason, think flexibly, and solve novel problems. Fluid intelligence isn’t the only kind—there is also crystallized intelligence. This is defined as the ability to use a stock of knowledge learned in the past.”*
5. *“every change of circumstances is a chance to learn, grow, and create value.”*

6. *“...work, which is a source of meaning and purpose, becomes workaholism, which hurts our relationships. Success, the fruit of excellence, becomes an addiction. All because of pride. In fact, perfectionism and the fear of failure go hand in hand: they lead you to believe that success isn’t about doing something good but about not doing something bad.”*
7. *“The point is that the symbols of your specialness have encrusted you like a ton of barnacles. Not only are these things incapable of bringing you any real satisfaction; they’re making you too heavy to jump to your next curve.”*
8. *“In the East, we believe the art already exists, and our job is simply to reveal it. It is not visible because we add something, but because we take away the parts that are not the art.”*
9. *“I shall overcome with the simplicity of original nature. With the simplicity of true nature, there shall be no desire. Without desire, one’s original nature will be at peace. And the world will naturally be in accord with the right Way.”*
10. *“He has most who needs least. Don’t create needs for yourself.”*
11. *“To begin depriving death of its greatest advantage over us, let us deprive death of its strangeness, let us frequent it, let us get used to it; let us have nothing more often in mind than death.”*
12. *“Solitude expresses the glory of being alone, whereas loneliness expresses the pain of feeling alone.”*
13. *“Many have written about the so-called “gratitude walk,” the practice of focusing on the positive events in your life while walking, helping you to savor happiness by amplifying gratitude.”*
14. *“...it was through my weakness, not my strength, that I was able to connect with people I never would have met otherwise. Elite credentials don’t make you relatable. They are a barrier to deep human connection.”*
15. *“sadness has persisted in the face of evolution because it brings cognitive benefits. There is evidence that it makes us better at assessing reality in social situations, because we are less likely to flatter ourselves or gloss over negative truths. Sadness can even make us more productive at work by enhancing focus and helping us learn from mistakes. This is how failure, via the resulting negative emotions, can help lead to later success.”*
16. *“Research shows that stress inoculation training—in which people learn to cope with anger, fear, and anxiety by being exposed to stimuli that cause these feelings—is effective in creating emotional resilience. It is easy to imagine that attempts to eliminate pain and weakness from daily life could lead to a sort of emotional allergy—that when hard times come and someone feels grief or fear that is impossible to ignore, that person will not have the tools to face these feelings.”*

## 15 Zen Beginner's Mind by Shunryu Suzuki

Shunryu Suzuki (1904–1971) was a Japanese Zen monk and teacher who is widely credited with popularizing Zen Buddhism in the United States. He is best known for founding the San Francisco Zen Center and for his influential book *Zen Mind, Beginner's Mind*, which became a classic of Zen literature.

Suzuki was born in Japan and ordained as a Zen monk at an early age. In 1959, he moved to San Francisco, where he began teaching Zen meditation to a growing number of American students. He emphasized the practice of *zazen* (sitting meditation) as central to Zen practice and encouraged students to approach life with a “beginner’s mind,” which means an open and humble attitude toward learning and experience.

Suzuki’s teachings bridged the gap between traditional Zen and modern life, making Zen practice accessible to Western audiences. His legacy continues through the institutions he helped establish, including the San Francisco Zen Center and the Tassajara Zen Mountain Center, the first Zen monastery in the Western world. *Source: chatgpt.*

The following quotes are from Suzuki (1970).

### 15.1 Quotes

1. *“In the beginner’s mind there are many possibilities, but in the expert’s there are few.”*
2. *“In Japan we have the phrase *shoshin*, which means “beginner’s mind.” The goal of practice is always to keep our beginner’s mind.”*
3. *“we try to change something other than ourselves, we try to order things outside us. But it is impossible to organize things if you yourself are not in order. When you do things in the right way, at the right time, everything else will be organized.”*
4. *“Written teaching is a kind of food for your brain. Of course it is necessary to take some food for your brain, but it is more important to be yourself by practicing the right way of life.”*

5. *“Our usual understanding of life is dualistic: you and I, this and that, good and bad. But actually these discriminations are themselves the awareness of the universal existence. “You” means to be aware of the universe in the form of you, and “I” means to be aware of it in the form of I. You and I are just swinging doors.”*
6. *“All that we should do is just do something as it comes. Do something! Whatever it is, we should do it, even if it is not-doing something. We should live in this moment.”*
7. *“If something comes into your mind, let it come in, and let it go out. It will not stay long.”*
8. *“Nothing outside yourself can cause any trouble. You yourself make the waves in your mind. If you leave your mind as it is, it will become calm. This mind is called big mind.”*
9. *“One who thinks he is a good father is not a good father; one who thinks he is a good husband is not a good husband. One who thinks he is one of the worst husbands may be a good one if he is always trying to be a good husband with a single-hearted effort.”*
10. *“When you are sitting in the middle of your own problem, which is more real to you: your problem or you yourself? The awareness that you are here, right now, is the ultimate fact. This is the point you will realize by zazen practice.”*
11. *“When you give up, when you no longer want something, or when you do not try to do anything special, then you do something. When there is no gaining idea in what you do, then you do something.”*
12. *“But if your mind is calm and constant, you can keep yourself away from the noisy world even though you are in the midst of it. In the midst of noise and change, your mind will be quiet and stable.”*
13. *“So try not to see something in particular; try not to achieve anything special. You already have everything in your own pure quality. If you understand this ultimate fact, there is no fear.”*
14. *“When you are idealistic, you have some gaining idea within yourself; by the time you attain your ideal or goal, your gaining idea will create another ideal.”*
15. *“Most people live in delusion, involved in their problem, trying to solve their problem. But just to live is actually to live in problems. And to solve the problem is to be a part of it, to be one with it.”*
16. *“Our understanding of Buddhism should not be just gathering many pieces of information, seeking to gain knowledge. Instead of gathering knowledge, you should clear your mind. If your mind is clear, true knowledge is already yours.”*

17. *“You have difficulty because you have feeling. You attach to the feeling you have without knowing just how this kind of feeling is created. When you do not realize that you are one with the river, or one with the universe, you have fear.”*
18. *“This teaching is also understood as the teaching of selflessness. Because each existence is in constant change, there is no abiding self. In fact, the self-nature of each existence is nothing but change itself, the self-nature of all existence.”*
19. *“But as long as you have some fixed idea or are caught by some habitual way of doing things, you cannot appreciate things in their true sense.”*
20. *“Now it is raining, but we don’t know what will happen in the next moment. By the time we go out it may be a beautiful day, or a stormy day. Since we don’t know, let’s appreciate the sound of the rain now.”*
21. *“A flower falls, even though we love it; and a weed grows, even though we do not love it. Even though it is so, this is our life.”*
22. *“Happiness is sorrow; sorrow is happiness. There is happiness in difficulty; difficulty in happiness. Even though the ways we feel are different, they are not really different; in essence they are the same.”*
23. *“Before something happens in the realm of calmness, we do not feel the calmness; only when something happens within it do we find the calmness.”*
24. *“to make a million dollars, or to enjoy your life in your effort, little by little, even though it is impossible to make that million; to be successful, or to find some meaning in your effort to be successful? If you do not know the answer, you will not even be able to practice zazen; if you do know, you will have found the true treasure of life.”*
25. *“Actually, good and bad is not the point. Whether or not you make yourself peaceful is the point, and whether or not you stick to it.”*
25. *“We must have beginner’s mind, free from possessing anything, a mind that knows everything is in flowing change.”*

# 16 The Science of Story Telling by Will Storr

Will Storr is a British author, journalist, and award-winning longform writer known for his work exploring human psychology, culture, and society. His writing often delves into themes like the science of storytelling, the nature of human belief, and the psychological underpinnings of identity. *Source: chatgpt.*

The following quotes are from Storr (2020).

## 16.1 Quotes

1. *“In a stable environment, the brain is relatively calm. But when it detects change, that event is immediately registered as a surge of neural activity.”*
2. *“Control is why brains are on constant alert for the unexpected. Unexpected change is a portal through which danger arrives to swipe at our throats.”*
3. *“There’s no terror in the bang, only in the anticipation of it.”*
4. *“‘There is a natural inclination to resolve information gaps,’ wrote Loewenstein, ‘even for questions of no importance.’ There is, concluded Loewenstein, a ‘positive relationship between curiosity and knowledge’. The more context we learn about a mystery, the more anxious we become to solve it.”*
5. *“four ways of involuntarily inducing curiosity in humans: (1) the ‘posing of a question or presentation of a puzzle’; (2) ‘exposure to a sequence of events with an anticipated but unknown resolution’; (3) ‘the violation of expectations that triggers a search for an explanation’; (4) knowledge of ‘possession of information by someone else’.”*
6. *“‘Evolution shaped us with perceptions that allow us to survive,’ the cognitive scientist Professor Donald Hoffman has said. ‘But part of that involves hiding from us the stuff we don’t need to know. And that’s pretty much all of reality, whatever reality might be.’”*
7. *“Brains take information from the outside world – in whatever form they can – and turn it into models.”*
8. *“When designing a character, it’s often useful to think of them in terms of their theory of control. How have they learned to control the world?”*

9. *“For Westerners, reality is made up of individual pieces and parts. When threatening unexpected change strikes, we tend to reimpose control by going to war with those pieces and parts and trying to tame them. For Easterners, reality is a field of interconnected forces. When threatening unexpected change strikes, they’re more likely to reimpose control by attempting to understand how to bring those turbulent forces back into harmony so that they can all exist together. What they have in common is story’s deepest purpose. They are lessons in control.”*
10. *“Once [the brain’s] internal structures are established they turn the relationship between the internal and external around. Instead of the internal structures being shaped by the environment, the individual now acts to preserve established structures in the face of environmental challenges, and finds changes in structure difficult and painful.”*
11. *“The rational response, when encountering someone with alien ideas, would be to either attempt to understand them or shrug. And yet we become distressed. Our threatened neural models generate waves of sometimes overwhelming negative feelings. Incredibly, the brain treats threats to our neural models in the much same way as it defends our bodies from a physical attack, putting us into a tense and stressful fight-or-flight state. The person with merely differing views becomes a dangerous antagonist, a force that’s actively attempting to harm us.”*
12. *“It’s not simply that we ignore or forget evidence that goes against what our models tell us (although we do that too). We find dubious ways of rejecting the authority of opposing experts, give arbitrary weight to some parts of their testimony and not others, lock onto the tiniest genuine flaws in their argument and use them to dismiss them entirely. Intelligence isn’t effective at dissolving these cognitive mirages of rightness. Smart people are mostly better at finding ways to ‘prove’ they’re right and tend to be no better at detecting their wrongness.”*
3. *“My mental life is simply given to me by the cosmos. Why didn’t I decide to drink a glass of juice? The thought never occurred to me. Am I free to do that which does not occur to me to do? Of course not.”*
3. *“My mental life is simply given to me by the cosmos. Why didn’t I decide to drink a glass of juice? The thought never occurred to me. Am I free to do that which does not occur to me to do? Of course not.”*
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The neuroscientist Professor Sarah Gimbel watched what happened when people in brain scanners were presented with evidence their strongly held political beliefs were wrong. ‘The response in the brain that we see is very similar to what would happen if, say, you were walking through the forest and came across a bear,’ she has said. Researchers have found that



violence and cruelty has four general causes: greed and ambition; sadism; high self-esteem and moral idealism. Popular belief and clichéd stories tend to have it that greed and sadism are dominant. In fact, they're vanishingly small. It's actually high self-esteem and moral idealism – convictions of personal and moral superiority – that drive most acts of evil. 'You talk about the people as if you owned them, as though they belonged to you,' he says, slurring slightly. 'Goodness. As long as I can remember you've talked about giving the people their rights, as if you could make them a present of liberty. As a reward for services rendered. Remember the working man? You used to write an awful lot about the working man. But he's turning to something called organised labour. You're not going to like that one little bit when you find out it means that your working man expects something as his right, not as your gift. When your precious underprivileged really get together The terrible and fascinating truth about the human condition is that none of us really know the answer to the dramatic question as it pertains to ourselves. We don't know why we do what we do, or feel what we feel. We confabulate when theorising as to why we're depressed, we confabulate when justifying our moral convictions and we confabulate when explaining why a piece of music moves us. Our sense of self is organised by an unreliable narrator. We're led to believe we're in complete control of ourselves, but we're not. We're led to believe we really know who we are, but we don't. Michael Gazzaniga individuals are essentially scientists erecting and testing their hypotheses about the world and revising them in the light of their experience. We believe we're in control of ourselves but we're continually being altered by the world and people around us. The difference is that in life, unlike in story, the dramatic question of who we are never has a final and truly satisfying answer. When people in brain scanners read of another's wealth, popularity, good looks and qualifications, regions involved in the perception of pain became activated. When they read about them suffering a misfortune, they enjoyed a pleasurable spike in their brain's reward systems. All of us are being silently controlled by any number of instructional stories at once. Tribal stories blind us. They allow us to see only half the truth, at best. Keeping the secret of ourselves from ourselves can be exhausting. This, perhaps, is the subversive truth of stories about antiheroes. Being freed to be evil, if only in our minds, can be such a joyful relief. Because humans crave control, infants whose caregivers behave unpredictably can grow up in a constant state of anxious high alert. Their distress gets built into their core concepts about people which can lead to significant social problems when they're grown. The psychologists Professors John Bransford and Marcia Johnson asked people to remember the following passage: 'We are our personal projects.' "Stop hoping for happiness tomorrow. Happiness is being engaged in the process." 'The transformation that narrative transportation achieves is persuasion of the story-receiver.' The magic of story is its ability to connect mind with mind in a manner that's unrivalled even by love. Story's gift is the hope that we might not be quite so alone, in that dark bone vault, after all.

# 17 Everything Is Predictable: How Bayesian Statistics Explain Our World

Tom Chivers is a British author and journalist known for his work on science, technology, and data journalism. He has written for publications such as The Times, The Telegraph, Semafor, and BuzzFeed UK, where he was the science editor. His work often focuses on making complex scientific topics accessible to the general public. *Source: chatgpt.*

The following quotes are from Chivers (2024).

## 17.1 Quotes

1. *“The Italian polymath Gerolamo Cardano had attempted to quantify the maths of dice gambling in the sixteenth century. What, for instance, would the odds be of rolling a six on four rolls of a die, or a double six on twenty-four rolls of a pair of dice?”*
2. *“Note that there are three moving parts and adjusting any one of them means changing at least one of the others. So if you’ve drawn a sample that’s large enough for you to be 90 percent sure that it’s within 10 percent of the true answer, but you want to be 99 percent sure, you either have to adjust your spread—make it wider than 10 percent—or you have to take a larger sample.”*
3. *“Bernoulli thought that we could talk about certainty as a number: 1 for complete certainty, 0 for complete impossibility. And that meant that you could have degrees of certainty, and improve that certainty by experiment.”*
4. *“He showed that the accuracy of your estimate grew in proportion to the square root of the sample size.”*
5. *“probability is an expression of our lack of knowledge about the world.”*

Hume, in his 1748 essay “Of Miracles,” argued that no amount of testimony should ever convince someone that a miracle, a violation of natural law, took place: he never actually said “extraordinary claims require extraordinary evidence,” but that’s the gist of it. “[No] testimony is sufficient to establish a miracle,” wrote Hume, “unless the testimony be of such a kind, that its falsehood would be more miraculous, than the fact, which it endeavours to establish.” If

someone were to say that he had seen the dead restored to life, Hume continues, “I immediately consider with myself, whether it be more probable, that this person should either deceive or be deceived, or that the fact, which he relates, should really have happened.”

7. *“Where Bayes’ theorem takes you from data to hypothesis—How likely is the hypothesis to be true, given the data I’ve seen?—frequentist statistics take you from hypothesis to data: How likely am I to see this data, assuming a given hypothesis is true?”*
8. *“Specifically, it was about the maximum likelihood method. “Likelihood,” in Fisher’s new jargon, was essentially a way of saying how likely one particular hypothesis was, given some data, compared to another. For example, imagine you flip eight heads on ten coins. That’s pretty unlikely on a fair coin: it would only happen about one time in twenty. But if you had a dodgy coin somehow, one that came up heads 80 percent of the time, then you’d expect to see exactly eight heads about one time in three. You’re about seven times as likely to see this data under the hypothesis “this coin is biased and comes up heads eight times out of ten” than under the hypothesis “this coin is fair.” So the likelihood ratio between these two hypotheses is about seven.”*
9. *“Bayesianism treats probability as subjective: a statement about our ignorance of the world. Frequentists treat it as objective: a statement about how often some outcome will happen, if you do it a huge number of times.”*
10. *“If we assume a uniform prior—that is, that any length is equally likely—then we should also say that a 1 cm × 1 cm square is just as likely as a 9 cm × 9 cm square. But on the other hand, surely we should also say we’re uniformly ignorant of the area of the box. The largest area it could have is 100 square centimeters (10 cm × 10 cm). If we’re assuming uniform ignorance, then a piece of paper less than 50 square centimeters in area should be just as likely as a piece of paper more than 50 square centimeters in area. The trouble is that those two claims can’t both be true. If we’re uniformly ignorant of the length of the sides, then it’s more than 70 percent likely that the square will have an area less than 50 square centimeters. (A 7 cm × 7 cm square would have an area of 49 square centimeters, because  $7 \times 7 = 49$ .) Meanwhile, if we’re uniformly ignorant of the area, then it’s 75 per cent likely that the sides will be at least 5 cm long ( $5 \times 5 = 25$ ). Again, as with Boole’s criticism, there are different kinds of ignorance, and we are ignorant of which one to use.”*
11. *“The problems in science were many and varied, but a major one was that scientists weren’t asking how likely their hypothesis was to be true, given the data they had collected—they were asking (as Bernoulli had, and Fisher) how likely it was that they would see the data they had collected, if the hypothesis was false.”*
12. *“Many experimentalists, when asked what 5% significance means, often say that the probability of the null hypothesis is 0.05. But, of course, that’s not what it means: it’s just how likely you would be to see data at least that extreme, if the null hypothesis were true.”*

13. *“The easiest way to get a  $p < 0.05$  result—that is, something that you’d only see by coincidence one time in twenty—is to do twenty experiments, and then publish the one that comes up. That’s exactly what the “False Positive Psychology” people did: they measured lots and lots of things, when they were looking at their undergraduates. Their parents’ birthdays, how old they felt, their political orientation, whether they referred to the past as “the good old days,” a whole bunch of things. They also gave them another song to listen to: “Hot Potato” by the Wiggles.”*
14. *“This is a problem for science in its own right. Imagine one hundred labs carry out studies into whether or not psychic powers are real, and ninety-five of them find nothing, but five of them find statistically significant results ( $p < 0.05$ ! You’d only see results like that five times out of every one hundred if it wasn’t real!). But because journals want to publish interesting, novel things, they might very well publish all five of the “psychic powers are real” papers and only one of the “psychic powers aren’t real” papers, meaning that if someone went to the scientific literature, they’d find that 85 percent of studies looking into psychic powers find them. If you speak to many scientists, you’ll hear a lot of stories of them getting rejections because their results weren’t “novel” enough, which, of course, means that the scientific literature systematically fills up with “novel,” exciting studies that do find things, while the boring, not novel, but often more actually true findings are rejected.”*
15. *“But you could go deeper and say that the underlying cause of the replication crisis is even more basic: it’s that science, like Jakob Bernoulli three hundred years ago, is doing sampling probabilities, not inferential probabilities.”*
16. *“A  $p$ -value is not, as we’ve discussed, a measure of how likely it is that your hypothesis is true, given your data. It’s a measure of how likely it is that you would see that data, given a certain hypothesis. But—as Bayes noted, and as Laplace later fleshed out—that’s not enough. If you want to measure how likely it is that your hypothesis is true, you simply cannot avoid priors. You need Bayes’ theorem. The question, of course, is whether that is what you want.”*
17. *“What  $p$ -values tell you is how likely you are to see that data, given a hypothesis.”*
18. *“you should take prior probabilities into account. If you have some hypothesis, like ‘the moon is made of cheese,’ you’d have very low priors, so new data doesn’t move the needle much. It might give you a hint of being convinced, but it doesn’t drown out your prior skepticism.”*
19. *“All swans are white. Imagine that you see a white swan. Does that prove that all swans are white? No, of course not. We could see another white swan; it still won’t prove it. There is no number of white swans that you could see before you could say with certainty that all swans are white. That’s simple Aristotelian logic. You can’t infer a universal law from individual examples: the syllogism “This is a swan, this swan is white, ergo all swans are white” is not a valid one.”*

20. *“We don’t want to know how surprising the data is if the null hypothesis is true; we want to know the plausibility of the null hypothesis, now that we’ve seen the data. Ultimately, fundamentally, that’s the question.”*
21. *“Aleatory uncertainty is the uncertainty in an unknowable future—aleatory coming from the Latin word alea meaning “a die.” (“Iacta alea est,” as Caesar said, according to Suetonius, as he crossed the Rubicon and marched on Rome—“The die is cast,” meaning that the consequences of his decision were coming, whatever they were, and they were unknowable.”*
22. *“But then there’s epistemic uncertainty, from epistēmē, the Greek word meaning “knowledge.” That’s what Cassie Kozyrkov was demonstrating above. If you flip a coin, then you catch it, but don’t look at it—then there’s no aleatory uncertainty. The result is there, it’s happened, that’s it. Still, though. You don’t have any new information. As far as you’re concerned, the question is no closer to being resolved than it was before.”*
23. *“Some academics I know advocate something called Registered Reports, in which journals agree to publish papers on the strength of their methods, before the data is collected, so then, whether the researchers find exciting, headline-worthy results or boring, null results, those results will go on to become part of the scientific record. Several relatively major journals have signed up for Registered Reports, and I think they’re a good idea—they remove the incentive to slice the data until you get a positive result, and they remove the problem of publication bias.”*
24. *“So let’s say that when it rains, you see wet pavements 80 percent of the time. When it doesn’t rain, you still sometimes see wet pavements—say, your sprinklers come on 20 percent of the time. You’re four times more likely to see wet pavements under the hypothesis it has rained than under the hypothesis it has not rained. That’s your likelihood ratio, and that tells you how much to update your beliefs—how much more plausible the “rain” hypothesis is, given the “wet pavements” evidence.”*
25. *“he has given his name to an important rule of Bayesian decision theory, Cromwell’s rule. Named by Dennis Lindley, the rule says that you should never assign anything, other than a logically necessary truth such as “ $2 + 2 = 4$ ,” a probability of one or zero. That is: you should never be certain. ”*
26. *“I beseech you, in the bowels of Christ, think it possible—if not necessarily likely—that you may be mistaken.”*
27. *“If you see a puppy-torture video, as you expected, then that would shift your beliefs somewhat—up from  $p = 0.9$  to  $p = 0.99$ . But, because it’s expected, it doesn’t shift your views all that much. But if you don’t see the video—if you are surprised—then it must move your beliefs a long way. In this case, your strong expectation being confounded would lead to your belief in the politician being a dog-torturer crashing to just  $p = 0.33$ , one in three.”*

28. *“If, for instance, you strongly expected to see the video, and then didn’t, and shrugged your shoulders and said, “Well, she’s probably bad anyway,” then you’re going to make yourself more wrong than you need to be.”*
29. *“What minimum message length asks is: What is the shortest computer program I could write that would describe a given output?”*
30. *“That’s how much you should trade off between complexity and good fit. If an extra bit of information in your program doesn’t allow you to halve the search space, then it’s not paying its way. It’s not compressing the data—you’re just shifting it into the program, rather than the data.”*
31. *“That’s a hyperprior—a higher-level prediction about the shape of the world, one that constrains and informs lower-level ones. Just as with the normal prior, you assign probabilities to how likely it is you’re in one world or another.”*
32. *“So your urge to be right can drive you in two different directions: to force your views on other people, or to throw away ideas that are causing you to be wrong.”*
33. *“You have a large heap of sand. You remove one grain of sand. It’s clearly still a heap. You remove another grain of sand. It’s clearly still a heap. You keep removing grains, one after the other, until there is just one grain left. Now it’s clearly not a heap. At what point did it stop? Which was the grain of sand that turned it from “heap” to “not heap”?”*
34. *“a “Kalman filter”—an algorithm that takes various measurements, uses them to estimate some unknown quantity that you want to know, and then uses that estimate to make predictions.”*
35. *“wants to minimize the surprise it receives from those predictions being wrong. But the difference is that if new information comes in that suggests your brain is wrong about getting wet—you see that it’s raining, for instance—it has two ways of dealing with it. It can change the world so that its predictions are true, by grabbing an umbrella, or it can change its predictions so that they meet the world, by accepting that you will get wet. It can update its priors.”*

# 18 Dialogues and Essays

Lucius Annaeus Seneca, commonly known as Seneca, was a Roman philosopher, statesman, and playwright, born around 4 BCE and dying in 65 CE. He is one of the most prominent figures of Stoic philosophy, known for his writings on ethics, self-control, and practical wisdom. Seneca served as an advisor to the Roman emperor Nero, though he eventually fell out of favor and was forced to commit suicide. His works, including essays, letters, and tragedies, have influenced both ancient and modern philosophical thought. *Source: chatgpt.*

The following quotes are from Seneca (2007).

## 18.1 Quotes

Introduction Highlight(yellow) - Page xv · Location 205 Chrysippus who devised most of the positions the Stoics are identified by, and who turned the teachings of the school into a fully integrated system. Highlight(yellow) - Page xvi · Location 223 Musonius Rufus Highlight(yellow) - Page xvi · Location 229 Fides is the trust one puts in others, as well as enjoying from others; it is trust grounded in the assumption that you yourself and others are decent. Highlight(yellow) - Page xvi · Location 230 Virtus was primarily manliness displayed in war, that is, less of a moral term than it later came to be. Highlight(yellow) - Page xvii · Location 233 Pietas refers to the bond of obligation that exists between ourselves and the gods, our country, and those we are associated with by nature, notably our parents and our children. Dialogues And Essays Highlight(yellow) - On Providence > Page 5 · Location 556 they should not be afraid to face hardships and difficulties, or complain of fate; whatever happens, good men should take it in good part, and turn it to a good end; it is not what you endure that matters, but how you endure it. Highlight(yellow) - On Providence > Page 6 · Location 585 that the things you call hardships, that you call adversities and detestable, actually are of benefit, first to the very persons they happen to, and secondly to the whole human race, which matters more to the gods than individuals Highlight(yellow) - On Providence > Page 7 · Location 598 ‘Nothing’, he said, ‘seems to me more unhappy than the man who has no experience of adversity.’ For he has not been allowed to put himself to the test. Highlight(yellow) - On Providence > Page 11 · Location 666 Do not, I implore you, live in dread of what the immortal gods apply like spurs to our souls: disaster is the opportunity for true worth. Highlight(yellow) - On Providence > Page 12 · Location 692 So the bodies of mariners are tough from the buffeting of the sea, the hands of farmers calloused, the muscles of soldiers strong to enable them to hurl the javelin, the legs of athletes agile: in each case the part of the body

exercised is the strongest. Highlight(yellow) - On Providence > Page 13 · Location 710 In no way can God better cast doubt on what we desire than by awarding those things to the most disreputable men and denying them to the best. Highlight(yellow) - On Providence > Page 14 · Location 733 What is the duty of a good man? To offer himself to fate. Highlight(yellow) - On Providence > Page 16 · Location 767 Inside I have given you every good; your good fortune consists in not needing good fortune. Highlight(yellow) - On Anger, Book 3 > Page 21 · Location 846 Surely every man will want to restrain any impulse towards anger when he realizes that it begins by inflicting harm, firstly, on himself! Highlight(yellow) - On Anger, Book 3 > Page 26 · Location 939 mind is weighed down by the body when it is worn and weak; Highlight(yellow) - On Anger, Book 3 > Page 27 · Location 956 Not all men are wounded in the same place; and so you ought to know what part of you is weak, so you can give it the most protection. Highlight(yellow) - On Anger, Book 3 > Page 28 · Location 968 Anger often comes to us, but more often we come to it. Highlight(yellow) - On Anger, Book 3 > Page 28 · Location 975 No one keeps himself waiting; and yet the greatest cure for anger is to wait, so that the initial passion it engenders may die down, and the fog that shrouds the mind may subside, or become less thick. Some of the affronts that were sweeping you off your feet will lose their edge in an hour, not just in a day, others will disappear altogether; if the delay you sought produces no effect, it will be clear that judgement now rules, not anger. Highlight(yellow) - On Anger, Book 3 > Page 29 · Location 992 Moreover, let us change all its symptoms into the opposite: let the expression on our faces be relaxed, our voices gentler, our steps more measured; little by little outer features mould inner ones. Highlight(yellow) - On Anger, Book 3 > Page 39 · Location 1185 it is the mark of true greatness not to feel when you have received a blow. Highlight(yellow) - On Anger, Book 3 > Page 44 · Location 1263 No one who looks at another man's possessions takes pleasure in his own: for this reason we grow angry even with the gods, because someone is in front of us, forgetting how many men are behind us and what a massive load of envy follows at the back of those who envy a few. Highlight(yellow) - Consolation to Marcia > Page 59 · Location 1537 But what opinion adds to our grief exceeds Nature's prescription. Highlight(yellow) - Consolation to Marcia > Page 61 · Location 1572 Whatever fate one man can strike can come to all of us alike. Highlight(yellow) - Consolation to Marcia > Page 61 · Location 1575 The man who has anticipated the coming of troubles takes away their power when they arrive. Highlight(yellow) - Consolation to Marcia > Page 73 · Location 1786 let us suppose that the dead are merely absent, so deceiving ourselves; we have sent them away, or, rather, we have sent them ahead and we will join them soon. Highlight(yellow) - Consolation to Marcia > Page 74 · Location 1796 Death is a release from all pains, and a boundary beyond which our sufferings cannot go; it returns us to that state of peacefulness in which we lay before we were born. Highlight(yellow) - Consolation to Marcia > Page 80 · Location 1915 when growth is no longer possible, the end draws near. Highlight(yellow) - Consolation to Marcia > Page 81 · Location 1937 There is, therefore, no reason for you to rush off to your son's tomb: his worst elements lie there, those that troubled him most in life, bones and ashes that are no more parts of him than were the clothes and other things that gave his body protection. Highlight(yellow) - On the Happy Life > Page 93 · Location 2132 You ask what I seek from virtue? Virtue herself. Highlight(yellow) - On the Happy Life > Page 100 · Location 2263 I am satisfied if



each day I make some reduction in the number of my vices and find fault with my mistakes. Highlight(yellow) - On the Happy Life > Page 103 · Location 2326 where indeed will Fortune find a safer place to store wealth than with someone who will give it back without complaint when she asks for its return? Highlight(yellow) - On the Happy Life > Page 103 · Location 2331 he does not love wealth but he would rather have it; he does not admit it into his heart but into his home, and what wealth is his he does not reject but keeps, wishing it to supply greater scope for him to practise his virtue. Highlight(yellow) - On the Happy Life > Page 105 · Location 2372 the giving of money should have this status: no return should be asked but a return can be made. Highlight(yellow) - On the Happy Life > Page 108 · Location 2414 Is it not equally clear that generosity, moderation, and kindness find themselves on a downward path? Highlight(yellow) - On The Tranquillity of the Mind > Page 121 · Location 2645 Even if others hold the front line and fate has placed you among the third row of soldiers, play your part from where you stand with your voice, your encouragement, your example, your spirit: even if his hands have been chopped off, a man finds something to do for his side in battle if he stands there nonetheless and shouts support. Highlight(yellow) - On The Tranquillity of the Mind > Page 122 · Location 2668 envy together with a thousand other craven vices reign in a city when it is flourishing and prosperous. Highlight(yellow) - On The Tranquillity of the Mind > Page 123 · Location 2696 Natural abilities do not respond well to compulsion; when Nature is in opposition, labour is fruitless. Highlight(yellow) - On The Tranquillity of the Mind > Page 124 · Location 2703 in selecting friends we shall pay attention to their characters so that we may enlist as few as possible who suffer from impurities: it is the beginning of disease to combine what is sick and what is healthy. Highlight(yellow) - On The Tranquillity of the Mind > Page 126 · Location 2737 since we do not have so much strength of character, we should at least reduce the scale of our possessions, so that we may be less exposed to the injustices of Fortune. Highlight(yellow) - On The Tranquillity of the Mind > Page 126 · Location 2739 where money is concerned, the ideal amount is one that does not fall into poverty and yet is not far removed from poverty. Highlight(yellow) - On The Tranquillity of the Mind > Page 129 · Location 2802 ‘I thank you for what I have possessed and kept. It has brought me considerable reward to manage your property, but, as this is your command, I give it up, I surrender it with gratitude and pleasure. If you want me to have anything of yours even now, I will look after it; if you desire something else, I return to you my silver, both wrought and coined, my house, and my household.’ Highlight(yellow) - On The Tranquillity of the Mind > Page 138 · Location 2963 We must allow our minds some relaxation: if rested, they will rise up the better and sharper to challenges. As one should not impose a strict regimen on rich fields—for, if their fertility is never granted remission, it will quickly exhaust them—so unremitting effort will shatter the mind’s vigour, while it will regain strength if it is allowed a small release and relaxation; mental effort permanently sustained produces in the mind a certain sluggishness and lethargy. Highlight(yellow) - On the Shortness of Life > Page 140 · Location 3008 we do not receive a life that is short, but rather we make it so; we are not beggars in it, but spendthrifts. Highlight(yellow) - On the Shortness of Life > Page 147 · Location 3130 Everyone rushes his life on, and suffers from a yearning for the future and a boredom with the present. But that man who devotes every hour to his own needs, who plans every day as if it were his last, neither longs for nor fears tomorrow. Highlight(yellow) - On the

Shortness of Life > Page 148 · Location 3158 The greatest obstacle to living is expectation, which depends on tomorrow and wastes today. What lies in the hands of Fortune you deal with, what lies in your own hands you let slip. Where are you looking? Where are you bending your aim? All that is still to come lies in doubt: live here and now! Highlight(yellow) - On the Shortness of Life > Page 149 · Location 3161 In wretched mortals' life the fairest day Is first to flee away. Highlight(yellow) - On the Shortness of Life > Page 156 · Location 3304 We are accustomed to say it was not in our power to choose the parents we were allotted, that chance gave them to us: but we are allowed to be born from whatever parents we wish. Highlight(yellow) - Consolation to Helvia > Page 179 · Location 3707 No one is the object of another man's contempt, unless he is first the object of his own. Highlight(yellow) - On Mercy > Page 210 · Location 4260 It is a dangerous thing, believe me, to reveal to a state how much wicked men are in the majority. Highlight(yellow) - On Mercy > Page 214 · Location 4336 Mercy consists in controlling the mind when one has the power to take revenge, or in the forbearance of a superior towards an inferior in determining punishment. Highlight(yellow) - On Mercy > Page 217 · Location 4400 Mercy has freedom to decide; not the letter of the law, but what is fair and good determines the sentence it passes; it has power to acquit and to assess the damages at whatever value it pleases.

# 19 The Art of Strategy: A Game Theorist's Guide to Success in Business and Life

Avinash Dixit is a highly respected economist and professor, known for his influential contributions across various subfields of economics, including microeconomics, game theory, international trade, public economics, and industrial organization. Born in 1944 in Mumbai, India, Dixit earned degrees in mathematics and economics from St. Xavier's College, the University of Cambridge, and MIT. He held the position of John J. F. Sherrerd '52 University Professor of Economics, Emeritus, at Princeton University.

Dixit's work spans theoretical and applied economics, with notable contributions like the Dixit-Stiglitz model of monopolistic competition, which has been pivotal in understanding product differentiation and competition. His book *Investment Under Uncertainty* (co-authored with Robert Pindyck) is also widely regarded as a foundational text in economics, using options theory to model investment decisions under uncertainty.

He has held leadership positions in prestigious economic associations, such as the Econometric Society and the American Economic Association, and has authored several widely respected books on economics and strategy. *Source: chatgpt.*

The following quotes are from Dixit (2010).

## 19.1 Quotes

PART I Highlight(yellow) - 1. Ten Tales of Strategy > Page 4 · Location 214 artofstrategy.info Highlight(yellow) - 1. Ten Tales of Strategy > Page 22 · Location 504 Imagine what would happen if there were some known formula that determined who would be audited by the IRS. Before you submitted a tax return, you could apply the formula to see if you would be audited. If an audit was predicted, but you could see a way to “amend” your return until the formula no longer predicted an audit, you probably would do so. If an audit was unavoidable, you would choose to tell the truth. The result of the IRS being completely predictable is that it would audit exactly the wrong people. All those audited would have anticipated their fate and chosen to act honestly, while those spared an audit would have only their consciences to watch over them. When the IRS audit formula is somewhat fuzzy, everyone stands some risk of an audit; this gives an added incentive for honesty. Highlight(yellow) - 1. Ten Tales of Strategy > Page 25 · Location 556 The result of winning an auction and discovering you've

overpaid is called the winner's curse. Highlight(yellow) - 1. Ten Tales of Strategy > Page 28 · Location 599 you need to understand the other player's perspective. You need to consider what they know, what motivates them, and even how they think about you. Highlight(yellow) - 2. Games Solvable by Backward Reasoning > Page 37 · Location 714 To remind you of the difference, we will call a tree showing the decision sequence in a game of strategy a game tree, reserving decision tree for situations in which just one person is involved. Highlight(yellow) - 2. Games Solvable by Backward Reasoning > Page 39 · Location 745 But to abandon theory altogether would be to abandon a valuable starting point for thought, which may be a beachhead for conquering the problem. Highlight(yellow) - 2. Games Solvable by Backward Reasoning > Page 43 · Location 784 In single-person decisions, greater freedom of action can never hurt. But in games, it can hurt because its existence can influence other players' actions. Highlight(yellow) - 2. Games Solvable by Backward Reasoning > Page 56 · Location 989 includes in the players' objectives their concerns for equity, altruism, and similar concerns (and even a "second-round" concern to reward or punish others whose behavior reflects or violates these precepts). Highlight(yellow) - 2. Games Solvable by Backward Reasoning > Page 63 · Location 1099 The wisdom of taking risks early applies to most aspects of life, whether it be career choices, investments, or dating. Highlight(yellow) - 3. Prisoners' Dilemmas and How to Resolve Them > Page 75 · Location 1260 Tit for tat is as clear and simple as you can get; the opponent does not have to do much thinking or calculation about what you are up to. It is nice in that it never initiates cheating. It is provokable—that is, it never lets cheating go unpunished. And it is forgiving, because it does not hold a grudge for too long and is willing to restore cooperation. Highlight(yellow) - 3. Prisoners' Dilemmas and How to Resolve Them > Page 90 · Location 1489 People realize they can't change what the other side has done once they've been told what the other side has done. But if it remains open or undisclosed, then they imagine that their actions might have some influence—or that the other side will somehow be employing the same reasoning chain and reach the same outcome they do. Since Cooperate, Cooperate is preferred to Defect, Defect, the person chooses Cooperate. Highlight(yellow) - 3. Prisoners' Dilemmas and How to Resolve Them > Page 100 · Location 1656 The game we have here is a cousin to the prisoners' dilemma, a life and death case of the "stag hunt" game analyzed by the philosopher Jean-Jacques Rousseau.\* In the stag hunt, if everyone works together to capture the stag, they succeed and all eat well. A problem arises if some hunters come across a hare along the way. If too many hunters are sidetracked chasing after hares, there won't be enough hunters left to capture the stag. In that case, everyone will do better chasing after rabbits. The best strategy is to go after the stag if and only if you can be confident that most everyone is doing the same thing. You have no reason not to chase after the stag, except if you lack confidence in what others will do. Highlight(yellow) - 4. A Beautiful Equilibrium Epilogue to Part I > Page 109 · Location 1768 But what, precisely, constitutes "prominence"? One strategy, say Stag, may be prominent in Fred's mind, but that is not enough for him to make that choice. He must ask himself whether the same strategy is also prominent for Barney. And that in turn involves asking whether Barney will think it prominent to Fred. Highlight(yellow) - 4. A Beautiful Equilibrium Epilogue to Part I > Page 109 · Location 1774 If an equilibrium is obvious ad infinitum in this way, that is, if the players' expectations converge upon it, we call it a focal point. Highlight(yellow) - 4. A Beautiful

Equilibrium Epilogue to Part I > Page 130 · Location 2082 One such extension of the Nash equilibrium concept has become increasingly popular; this is the quantal response equilibrium, Highlight(yellow) - 4. A Beautiful Equilibrium Epilogue to Part I > Page 130 · Location 2090 When studying or playing a game, begin with the Nash equilibrium, and then think of reasons why, and the manner in which, the outcome may differ from the Nash predictions. PART II Highlight(yellow) - 5. Choice and Chance > Page 148 · Location 2324 Theory of Games and Economic Behavior, Highlight(yellow) - 5. Choice and Chance > Page 157 · Location 2454 Suppose you are the kicker in the soccer example, and the goalie is using his best mix: Left 41.7 percent and Right 58.3 percent of the time. Then you will score a goal 79.6 percent of the time whether you kick to the Left, the Right, or any mixture of the two. Observing this, you might be tempted to spare yourself the calculation of your own best mix, just stick to any one action, and rely on the other player using his best mix. The problem is that unless you use your best mix, the other does not have the incentive to go on using his. If you stick to the Left, for example, the goalie will switch to covering the Left also. The reason why you should use your best mix is to keep the other player using his. Highlight(yellow) - 5. Choice and Chance > Page 162 · Location 2527 But the point isn't that the risky strategy will always work, but rather that it avoids the danger of set patterns and predictability. Highlight(yellow) - 6. Strategic Moves > Page 176 · Location 2720 How can it be beneficial to have fewer choices? Because in this game, freedom to swerve is merely freedom to become the chicken; freedom to choose is freedom to lose. Highlight(yellow) - 6. Strategic Moves > Page 179 · Location 2763 The night self can change the game into the following: Highlight(yellow) - 6. Strategic Moves > Page 181 · Location 2791 commitment is an unconditional strategic move; Highlight(yellow) - 6. Strategic Moves > Page 181 · Location 2795 Threats and promises, on the other hand, are more complex conditional moves; they require you to fix in advance a response rule, stating how you would respond to the other player's move in the actual game. Highlight(yellow) - 6. Strategic Moves > Page 181 · Location 2797 A threat is a response rule that punishes others who fail to act as you would like them to. A promise is an offer to reward other players who act as you would like them to. Highlight(yellow) - 6. Strategic Moves > Page 183 · Location 2827 When you want to stop the others from doing something they would otherwise do, that is deterrence. Its mirror image, namely to compel the others to do something they would not otherwise do, can then be termed compellence. Highlight(yellow) - 6. Strategic Moves > Page 191 · Location 2942 When a company wants to promise rewards to its workers for improved productivity, a bonus that increases gradually with an increase in output or profit may be better than offering nothing if the performance does not exceed a set target, and a very large sum if it does. Highlight(yellow) - 6. Strategic Moves > Page 193 · Location 2965 Very often you don't know the exact size of a threat that is needed to deter or compel your adversary. You want to keep the size as low as possible to minimize the cost to you in the event that things go wrong and you have to go through with the action. So you start small and gradually raise the size of the threat. This is the delicate strategy of brinkmanship. Highlight(yellow) - 6. Strategic Moves > Page 194 · Location 2994 But you may not know in advance the smallest effective size of a threat. That is why it makes sense to start small, and increase it gradually to find out when it works. As the size of the threatened action grows, the cost of carrying it out grows too. Highlight(yellow) - 6. Strategic

Moves > Page 195 · Location 2999 This is the strategy that Schelling called brinkmanship.\* The term is often interpreted as taking an adversary to the brink of disaster in order to get him to blink first. Highlight(yellow) - 7. Making Strategies Credible Epilogue to Part II: A Nobel History > Page 215 · Location 3307 The strategy of burning bridges (or boats) was used by several others. William the Conqueror's army, invading England in 1066, burned its own ships, thus making an unconditional commitment to fight rather than retreat. Hernán Cortés followed the same strategy in his conquest of Mexico, giving orders upon arrival that all but one of his ships be burned or disabled. Although his soldiers were vastly outnumbered, they had no choice but to fight and win. "Had [Cortés] failed, it might well seem an act of madness.... Yet it was the fruit of deliberate calculation. There was no alternative in his mind but to succeed or perish." 16 Highlight(yellow) - 7. Making Strategies Credible Epilogue to Part II: A Nobel History > Page 228 · Location 3516 general, when there is a problem of commitment, one way around the issue is to rent rather than sell the product. That way no one has an incentive to take advantage of the used book stockpile, because there isn't any. PART III Highlight(yellow) - 8. Interpreting and Manipulating Information > Page 237 · Location 3606 Then the king said, "Bring me a sword." So they brought a sword for the king. He then gave an order: "Cut the living child in two and give half to one and half to the other." The woman whose son was alive was filled with compassion for her son and said to the king, "Please, my lord, give her the living baby! Don't kill him!" But the other said, "Neither I nor you shall have him. Cut him in two!" Then the king gave his ruling: "Give the living baby to the first woman. Do not kill him; she is his mother." When all Israel heard the verdict the king had given, they held the king in awe, because they saw that he had wisdom from God to administer justice. Highlight(yellow) - 8. Interpreting and Manipulating Information > Page 238 · Location 3623 Actions (including tattoos) speak louder than words. Highlight(yellow) - 8. Interpreting and Manipulating Information > Page 239 · Location 3631 They will choose actions that promote favorable leakage; such strategies are called signaling. They will act in ways that reduce or eliminate unfavorable leakage; this is signal jamming. Highlight(yellow) - 8. Interpreting and Manipulating Information > Page 239 · Location 3634 you want to elicit information from someone else, you should set up a situation where that person would find it optimal to take one action if the information was of one kind, and another action if it was of another kind; action (or inaction) then reveals the information.\* This strategy is called screening. Highlight(yellow) - 8. Interpreting and Manipulating Information > Page 241 · Location 3673 Actions that are intended to convey a player's private information to other players are called signals. For a signal to be a credible carrier of a specific item of information, it must be the case that the action is optimal for the player to take if, but only if, he has that specific information. Highlight(yellow) - 8. Interpreting and Manipulating Information > Page 247 · Location 3758 Consider who will find the transfer of balance option attractive. Since the maxpayer isn't borrowing money on the card, there is no reason to switch over to Capital One. The deadbeat is not planning to pay the money back, so here, too, there is little interest in switching. Capital One's offer is most attractive to the customers who have large amounts outstanding and are planning to pay the loan back. Highlight(yellow) - 8. Interpreting and Manipulating Information > Page 252 · Location 3845 People often think of bureaucratic delays and inconveniences as proof of the inefficiency of government, but they may sometimes

be valuable strategies to cope with informational problems. Benefits Highlight(yellow) - 8. Interpreting and Manipulating Information > Page 258 · Location 3937 This situation, where all types (or all people possessing different types of information) take the same action, and therefore the action is completely uninformative, is called a pooling equilibrium of the signaling game—the different types end up in the same pool of signals. By contrast, the kind of equilibrium where one type signals and the other does not, so that the action accurately identifies or separates the types, is a separating equilibrium. Highlight(yellow) - 8. Interpreting and Manipulating Information > Page 263 · Location 4012 To overcome this problem, the trick that sellers commonly use is to create different versions of the same good and price the versions differently. Each customer is free to select any version and pay the price set by the seller for that version, so there is no overt discrimination. But the seller sets the attributes and prices of each version so that different types of customers will choose different versions. These actions implicitly reveal the customers' private information, namely their willingness to pay. The sellers are screening the buyers. Highlight(yellow) - 8. Interpreting and Manipulating Information > Page 266 · Location 4072 PITS has to keep the first-class fare sufficiently low to give the business travelers enough incentive to choose this service and not “defect” to making the choice that PITS intends for the tourists. Such a requirement, or constraint, on the screener's strategy is called an incentive compatibility constraint. Highlight(yellow) - 8. Interpreting and Manipulating Information > Page 267 · Location 4081 But at \$ 140 the economy-class fare is already at the limit of the tourists' willingness to pay. If PITS raised it to even \$ 141, it would lose these customers altogether. This requirement, namely that the customer type in question remains willing to buy, is called that type's participation constraint. Highlight(yellow) - 9. Cooperation and Coordination > Page 282 · Location 4293 The important insight from game theory is to recognize early on the potential for future lock-in—once one option has enough of a head start, superior technological alternatives may never get the chance to develop. Thus there is a potentially great payoff in the early stages from spending more time figuring out not only what technology meets today's constraints but also what options will be the best for the future. Highlight(yellow) - 9. Cooperation and Coordination > Page 296 · Location 4511 donated blood is typically superior to blood that is purchased, because the types of individuals who sell their blood for money are likely to be in a much poorer state of health. Highlight(yellow) - 10. Auctions, Bidding, and Contests > Page 303 · Location 4583 The most famous type of auction is known as the English or ascending auction. In this format, the auctioneer stands at the front of the room calling out ever-increasing bids: Highlight(yellow) - 10. Auctions, Bidding, and Contests > Page 303 · Location 4598 Values come in two flavors, private and common. In a world of private values, your value for the item doesn't depend at all on what others think it is worth. Thus your value of a personalized signed copy of *The Art of Strategy* doesn't depend on what your neighbor might think it is worth. In a common value situation, the bidders understand that the item has the same value for all of them, although each might have a different view as to what that common value is. Highlight(yellow) - 10. Auctions, Bidding, and Contests > Page 304 · Location 4608 a Japanese auction, all of the bidders start with their hands raised or buttons pressed. The bidding goes up via a clock. The clock might start at 30 and then proceed to 31, 32,... and upwards. So long as your hand is raised, you are in the bidding. You drop out by lowering

your hand. The catch is that once you lower your hand, you can't put it back up again. The auction ends when only one bidder remains. An Highlight(yellow) - 10. Auctions, Bidding, and Contests > Page 305 · Location 4622 In a Vickrey auction, all the bids are placed in a sealed envelope. When the envelopes are opened to determine the winner, the highest bid wins. But there's a twist. The winner doesn't pay his or her bid. Instead, the winner only has to pay the second highest bid. Highlight(yellow) - 10. Auctions, Bidding, and Contests > Page 315 · Location 4775 The rules of a sealed-bid auction are simple. Everyone puts his or her bid in a sealed envelope. The envelopes are opened and the high bidder wins and pays his or her bid. Highlight(yellow) - 10. Auctions, Bidding, and Contests > Page 316 · Location 4796 when you are thinking about how much to bid, you should pretend that all of the other bidders are somewhere below your bid. Armed with this assumption, you then consider your best bid. Highlight(yellow) - 10. Auctions, Bidding, and Contests > Page 317 · Location 4806 Dutch auction, prices start high and fall until the first bidder indicates his or her participation. If you raise your hand in a Dutch auction, the auction stops and you've won. Highlight(yellow) - 10. Auctions, Bidding, and Contests > Page 318 · Location 4828 the revenue equivalence theorem. It turns out that when the valuations are private and the game is symmetric, the seller makes the same amount of money on average whether the auction type is English, Vickrey, Dutch, or sealed-bid.\* Highlight(yellow) - 10. Auctions, Bidding, and Contests > Page 319 · Location 4831 the optimal bidding strategy is to bid what you think the next highest person's value is given the belief that you have the highest value. Highlight(yellow) - 10. Auctions, Bidding, and Contests > Page 334 · Location 5054 If you don't like the game you are playing, look for the larger game. Highlight(yellow) - 11. Bargaining > Page 335 · Location 5059 NEWLY ELECTED trade union leader went to his first tough bargaining session in the company boardroom. Nervous and intimidated by the setting, he blurted out his demand: "We want ten dollars an hour or else." "Or else what?" challenged the boss. The union leader replied, "Nine fifty." Highlight(yellow) - 11. Bargaining > Page 340 · Location 5121 In the lingo of bargaining, the fallback numbers of \$ 300 for the union and \$ 500 for management are called BATNAs, a term coined by Roger Fisher and William Ury. It stands for Best Alternative to a Negotiated Agreement. 2 (You can also think that it stands for Best Alternative to No Agreement.) Highlight(yellow) - 11. Bargaining > Page 342 · Location 5158 When a strategic bargainer observes that a better outside opportunity translates into a better share in a bargain, he will look for strategic moves that improve his outside opportunities. Moreover, he will notice that what matters is his outside opportunity relative to that of his rival. He will do better in the bargaining even if he makes a commitment or a threat that lowers both parties' outside opportunities, so long as that of the rival is damaged more severely. Highlight(yellow) - 13. Incentives > Page 396 · Location 5934 The purpose of the wage is to get the worker to put in the requisite effort and work more efficiently, and so it is called an efficiency wage. The excess above the basic wage elsewhere, which is \$ 11,200 in our example, is called the efficiency premium. Further Reading Highlight(yellow) - Page 441 · Location 6626 Theory of Games and Economic Behavior Highlight(yellow) - Page 442 · Location 6639 Barry Nalebuff and Adam Brandenburger's Co-opetition Highlight(yellow) - Page 442 · Location 6657 Martin Shubik's Game Theory in the Social Sciences Highlight(yellow) - Page 442 · Location 6659 Paul Klemperer's Auctions: Theory and Practice, Highlight(yellow)



- Page 442 · Location 6672 On the web, [www.gametheory.net](http://www.gametheory.net) has

## 20 The Daily Dad: 366 Meditations on Parenting, Love, and Raising Great Kids

Ryan Holiday is a contemporary author, entrepreneur, and public speaker known for his works on Stoicism, a philosophy that emphasizes personal resilience, virtue, and mindfulness. He has written best-selling books like *The Obstacle Is the Way*, *Ego Is the Enemy*, and *The Daily Stoic*, which introduce Stoic principles in a modern, practical context. Holiday also runs a popular blog and newsletter, and his works are often used in business, self-development, and leadership circles to promote discipline and mental clarity. *Source: chatgpt.*

The following quotes are from Holiday (2023).

### 20.1 Quotes

Teach by Example: (The Only Method That Works) Highlight(yellow) - January 1: A Little Fellow Follows You > Page 5 · Location 165 careful man I want to be—a little fellow follows me. I do not dare to go astray, for fear he'll go the self-same way. I cannot once escape his eyes. Whatever he sees me do he tries. Like me he says he's going to be—that little chap who follows me Highlight(yellow) - January 4: Show Them How to Keep Their Cool > Page 8 · Location 204 external circumstances don't define us, only how we respond to them. Highlight(yellow) - January 12: Don't Talk About It. Be About It. > Page 16 · Location 310 As the Stoics said, it's a waste of time to speculate or argue about what makes a good man, a good athlete, a good teammate. Our job, they said, is to be one. Highlight(yellow) - January 14: Where Do They Learn to Judge? > Page 18 · Location 336 You would never say something cruel to someone's face, so why are you saying it behind their back? Especially when your kids can hear you. Highlight(yellow) - January 20: Do the Things You Want Them to Do > Page 24 · Location 413 You have to be the kind of human being you want your children to be. You have to do the things you want your kids to do. Highlight(yellow) - January 21: What Are They Learning from How You Carry Yourself? > Page 25 · Location 431 are you showing them how to be brave and tough and find their niche? Is your example calling them to be better or worse? Highlight(yellow) - January 22: They Are Always Listening > Page 26 · Location 444 Kids are always watching, eyes, ears, and heart open. They absorb everything. What will they hear? What is going to pour out of you that will soak into them? Highlight(yellow) - January 26: Show Them What a Good Marriage Looks Like > Page 30 · Location 494 You have to show them what a good marriage looks like. You have to embody what healthy connections

and equal partnerships look like, because the example you set will be their first and the most indelible. Highlight(yellow) - January 31: You Don't Stop Teaching Your Kids > Page 35 · Location 556 Keep doing what needs to be done. Embody what you want your kids to be. Keep growing. Keep being the example they can follow. Keep teaching them, implicitly and explicitly. Love Unconditionally: (The Only Thing They Really Want) Highlight(yellow) - February 1: There Is No Substitute for Your Love > Page 39 · Location 578 It's evidence of our power as parents. No amount of money or celebrity or awards can substitute for your love. That's all they want. Highlight(yellow) - February 2: You Can't Say These Words Enough > Page 40 · Location 587 love you. I'm proud of you. It's you I like. You are special. You are enough. You're the most important thing in the world to me. Highlight(yellow) - February 4: Love Is About Service > Page 42 · Location 612 Let us not love in word, neither in tongue; but in deed. Highlight(yellow) - February 4: Love Is About Service > Page 42 · Location 621 You're here to serve. Highlight(yellow) - February 6: It Takes Discipline > Page 44 · Location 647 by keeping your word to yourself, to your children, you are strengthening an important muscle. Highlight(yellow) - February 8: They Don't Have to Make You Proud > Page 46 · Location 672 Our kids don't owe us anything. After all, they didn't ask to be here. It is we who are obligated to them, by virtue of our choice to bring them into this world. Highlight(yellow) - February 9: Here's How to Tie Your Family Together > Page 47 · Location 685 "Love is the chain whereby to bind a child to its parent." Highlight(yellow) - February 12: Love the Kid You Have > Page 50 · Location 724 They should know that they are special for who they are, that they make the world—and your life—better just by being in it. Highlight(yellow) - February 12: Love the Kid You Have > Page 50 · Location 726 Your kids need to be seen. They need to be heard. They need to be loved. They need to be known. For who they are, for what they choose to be. Not for who or what you want them to become. Highlight(yellow) - February 14: The Greatest Thing You Can Do > Page 52 · Location 746 "One of the greatest things a father can do for his children," Howard W. Hunter once said, "is to love their mother." Highlight(yellow) - February 15: This Is What They Most Want > Page 53 · Location 765 To let them know that they are loved, that they are special, that they are enough. To give them the attention and admiration they deserve. Highlight(yellow) - February 16: Keep the Main Thing the Main Thing > Page 54 · Location 776 The main thing is for them to be healthy, to be prepared for life, to have good values, to have a good sense of who they are and what they want to spend their life doing. The main, main, main, main thing is to love them and for them to feel loved. Highlight(yellow) - February 20: These Are the Richest Kids > Page 58 · Location 830 All of us have the ability to give our kids a rich life. We can measure wealth in the time and attention they get from us. By whether they feel safe and secure, whether their house feels like a home. Even if we only make \$ 30,000 a year. Highlight(yellow) - February 21: Always Be Their Friend > Page 59 · Location 845 There are going to be things in your life that are very hard. But you're not alone. I'll always be your friend. Highlight(yellow) - February 25: Hit Them with One of These > Page 63 · Location 885 They think you're going to remind them about some piece of schoolwork. Or criticize what they're wearing. Or tell them to stop roughhousing. No, you're going to hit them with those words we can't say often enough: I love you. Put Your Family First: (Work, Family, Scene: Pick Two) Highlight(yellow) - March 4: You Have to Make Adjustments >

Page 74 · Location 988 Family comes first. Before business Highlight(yellow) - March 6: This Is What Putting Them First Looks Like > Page 76 · Location 1017 What could it look like if you put your family first? If you really put them ahead of everything else? You can't be sure exactly until you do it, but you can be certain that it will feel great. Highlight(yellow) - March 19: Don't Do This to Them > Page 89 · Location 1183 Our kids shouldn't just be expected to deal with it. They should be communicated to and informed with respect. They deserve an explanation for the things that keep us away from them, that keep them away from the things that it is our adult responsibility to provide. It's a matter of duty, to be sure, but more important, it's a matter of trust. Highlight(yellow) - March 22: They Are Your Work > Page 92 · Location 1215 "You are not an interruption of my work. You are my work." Highlight(yellow) - March 29: Here's How to Spend More Time with Them > Page 99 · Location 1312 We can spend more time with our kids. We can be there more than we are. We just have to be comfortable making less money. Master Your Emotions: (Lessons in Patience and Self-Control) Highlight(yellow) - April 1: Always Grab the Right Handle > Page 105 · Location 1349 Every day, with every situation, there is a choice. Which handle will we grab? Which handle will we show our kids how to grab? The easy one? Or the right one? Highlight(yellow) - April 2: Your Job Is to Make Fast Transitions > Page 106 · Location 1357 your job is not to walk into that house and carry with you anything that came from before. Highlight(yellow) - April 10: Embrace This Mindset > Page 114 · Location 1456 In Tibet, Buddhist monks make beautiful mandalas out of sand. They spend hours, even days, crafting these complex, geometric designs . . . only to wipe them clean and start over as soon as they're finished. Highlight(yellow) - April 10: Embrace This Mindset > Page 114 · Location 1463 we like that it's a little bit like Groundhog Day. We love that it means a chance to wake up and do this with them again. Highlight(yellow) - April 18: This Is the Enemy > Page 122 · Location 1568 Preoccupation is the enemy of good parenting. Highlight(yellow) - April 20: It's Not Fair > Page 124 · Location 1596 They're not going to be perfect. They're going to have our weaknesses . . . perhaps some of their own too. And to punish them with our unrealistic expectations, even unintentionally, quite literally for the sins of the father, is profoundly unfair. Highlight(yellow) - April 23: Don't Thrust Them Away > Page 127 · Location 1631 Even teenagers don't fully comprehend the concept of consequences, of cause and effect. (Why do you think they drive like crazy, eat like crap, and talk all kinds of trash?) What they do comprehend is you getting upset, you pulling away. Highlight(yellow) - April 23: Don't Thrust Them Away > Page 127 · Location 1636 You can gently unwrap their arms from your throat. You can get a new shirt. You can turn the game around and chase them instead. You can make what was annoying become fun. You can talk to them calmly, correct them, and then gently turn the pain into a moment of profound connection. That's entirely up to you. Highlight(yellow) - April 24: What if Someone Else Treated Your Kids This Way? > Page 128 · Location 1649 Your job isn't just to protect your kids from other people. It's to protect them from your own bad habits, your own temper, your own flaws too. It's to demand of yourself what you'd expect from anyone to whom you'd entrust your children's safety. That is to say: you have to demand the best of yourself. Highlight(yellow) - April 25: Delay, Delay, Delay > Page 129 · Location 1666 Teach them that it's possible to control how you react. Highlight(yellow) - April 27: You're the Voice in Their Heads > Page

131 · Location 1690 Everything we say, every interaction we have with our kids, is shaping them. How we speak to them informs how they will speak to themselves. If you want proof of this, think about all the complexes and scripts you picked up from your parents—maybe things you’re working on in therapy right now, decades later. Highlight(yellow) - April 27: You’re the Voice in Their Heads > Page 131 · Location 1694 Speak to them the way you’d want them to speak to themselves. Because it’s not a matter of if they will internalize the things they heard growing up; it’s a matter of what they will internalize. Put a good voice in their head so they might remember the good stuff. Character Is Fate: (Lessons in Right and Wrong) Highlight(yellow) - May 5: Everything You Do Is Teaching Them > Page 143 · Location 1799 Punishment teaches the child only how to punish. Scolding teaches him how to scold. By showing him that we understand, we teach him to understand. By helping him, we teach him to help. He learns cooperation by cooperating. Highlight(yellow) - May 12: What Matters More Than Results > Page 150 · Location 1885 “Did you do your best? How do you feel about it, Tracee?” Highlight(yellow) - May 12: What Matters More Than Results > Page 150 · Location 1888 Are you teaching them that test scores matter or that learning counts? Are you teaching them that success is winning arbitrary competitions or that it is becoming the best version of themselves? Highlight(yellow) - May 13: Ask Them This Question Every Day > Page 151 · Location 1904 What was something you did for someone else? Who did you help? Highlight(yellow) - May 15: Teach Them Empathy > Page 153 · Location 1930 “Whenever you feel like criticizing anyone,” he told me, “just remember that all the people in this world haven’t had the advantages that you’ve had.” Highlight(yellow) - May 19: Teach Them to Be Bigger > Page 157 · Location 1985 what mattered was what he said and did. What mattered was responding with kindness and love. What mattered was knowing that he was good and that he was loved and nothing anyone else thought could change that. Lawson’s parents gave him the gift of teaching him that he was bigger than the small people who lived around him. Highlight(yellow) - May 20: Don’t Just Assume It Will Work Out > Page 158 · Location 1999 Kids don’t just “turn out” as good people. They are made that way—molded, guided by ancestors, taught by example, and buoyed by a constancy of parental presence. Highlight(yellow) - May 25: Are You Teaching Them Values? > Page 163 · Location 2067 The purpose of education is not to make your kids more selfish, more greedy, more convinced of their own ideas or superiority. No, it’s to make them better citizens, better human beings, and hopefully, someday, better parents themselves. Highlight(yellow) - May 27: The Main Thing We Have to Teach Them > Page 165 · Location 2094 The way to raise decent and kind human beings is to teach them how their actions affect other people, what their obligations to other people are. You don’t have to be a philosopher to pull that off . . . just a good and decent person yourself. Don’t Neglect Yourself: (Lessons in Self-Care) Highlight(yellow) - June 13: Try Not to Give Them Anything Extra > Page 185 · Location 2332 The Buddhists speak of samsara, the way that suffering transfers from generation to generation. Highlight(yellow) - June 25: You Would Tell Them This. So Tell Yourself Too. > Page 197 · Location 2503 You still have so much time in front of you. So much ability, so much potential to fulfill. You decide the rest of the story. It’s up to you. But this is the important part: the story you decide for yourself is also going to determine what kind of stories your kids believe. Your story is the compass and the map on the journey that will lead them to realism, optimism, skepticism,

cynicism, or fatalism. Highlight(yellow) - June 26: You Have to Face Your Flaws > Page 198 · Location 2517 If you want to be a great parent, you're going to have to deal with your crap. You can't carry baggage—it's too dangerous with a kid around. You risk dropping it on them. There can be no more hiding, no more deferring. The bill is due and you have to pay it: in therapy, in conversations with your spouse, in the pages of your journal. You have to face your flaws. Because there are little people who did not choose to be stuck in the same house with you and should not have to be trapped with a monster or a brick wall for a parent. Help Them Become Who They Are: (Lessons in Nurturing and Discovery) Highlight(yellow) - July 2: Help Them Become Who They Are > Page 208 · Location 2603 We expose them to things, we let them find what interests them, and then we support those interests. Highlight(yellow) - July 4: Don't Tie Down Your Eagle > Page 210 · Location 2625 You can't hold your children back. You can't resent that they're different. You can't hold them back with antiquated notions about gender or class. Their choices say nothing about your choices. They are their own people. They deserve their own lives. They deserve your support and encouragement in whatever direction that takes you or them. Highlight(yellow) - July 6: You Have to Do This. We Need It. > Page 212 · Location 2649 Our job is to keep our kids the way they were born, which as *The Road* was written to show us, means fundamentally good. Innocent. Pure. Highlight(yellow) - July 9: Don't Let Them Wish to Not Be Who They Are > Page 215 · Location 2691 Through your words, your actions, and your choices, you must teach and prove to them that they make the world better just by being in it and by being themselves. Highlight(yellow) - July 10: Work with Them to Find Their Lane > Page 216 · Location 2705 Our job as parents is to put our kids in environments in which they can thrive and blossom. Our job is to work with them to find their lane. That environment may not be the first school we drop them into. It might take several tries and a fair amount of experimentation. It will definitely take patience. That doesn't matter. Highlight(yellow) - July 11: Let Them Decide > Page 217 · Location 2723 When your kids feel a pull toward something creative or fulfilling, the worst thing you can do as a parent is prevent them from going in that direction. Highlight(yellow) - July 12: Don't Judge Them Too Harshly . . . or Quickly > Page 218 · Location 2738 We are not nearly as good at evaluating ability and predicting the future as we think we are. So we have to be forgiving. We can't jump to conclusions. We have to give kids the benefit of the doubt. We have to root for them, not write them off. Highlight(yellow) - July 13: Teach Them to Choose > Page 219 · Location 2752 Teach them how to choose. Empower them. Make sure they know how to decide, and to be okay with their decision even if they decide wrong. It doesn't matter that you know more. What matters is that you let them learn. Highlight(yellow) - July 24: You Have to Listen > Page 230 · Location 2905 That little fellow is always trying to tell you things. Of course, it's not always explicit. Sometimes "I want to learn to be useful" comes out as "I want to learn to vacuum." Sometimes "I want to be a good friend" comes out as "Can you drive me to Bobby's house?" Sometimes "I want to be a writer" comes out as an awkward kid who doesn't want to watch sports with you. Highlight(yellow) - July 26: What Are You Making Them Do? > Page 232 · Location 2927 We are what we repeatedly do. Therefore, excellence is not an act but a habit. Highlight(yellow) - July 29: Do Not Get in the Way of Their Primal Inclinations > Page 235 · Location 2972 Don't force your interests on your child. Pay attention to their natural, primal inclinations, then foster their

blossoming. Always Be a Fan: (The Greatest Gift You Can Give Them) Highlight(yellow) - August 1: You Can Give Them This Gift > Page 241 · Location 3011 “My father,” Jim would later say in his legendary ESPY speech, “gave me the greatest gift anyone could give another person: he believed in me.” Highlight(yellow) - August 21: Don’t Care More Than They Do > Page 261 · Location 3271 There is a wisdom to their innocence—defer to it, or at least respect it enough not to corrupt it. Highlight(yellow) - August 23: They Don’t Need a Lecture. They Need This. > Page 263 · Location 3300 What you really wanted—what you needed—was for someone to see why you were doing these things. You needed someone to guide you back to the right path and to help you realize the consequences of being off it. Struggle and Emerge: (How to Raise Their Resilience) Highlight(yellow) - October 12: Teach Them That They Decide the End of Every Story > Page 320 · Location 3942 Teach them to see hardship as fuel. Teach them to see an opportunity where others see an obstacle. Teach them that despite everything outside their control, they retain an incredible power: the power to choose what they do with what happens to them. They get to decide what role an event will play in their life. They have the power to write the end of their own story. Highlight(yellow) - October 22: How You See It Matters > Page 330 · Location 4072 Will your children be affected by things that happen? By having to change teachers midyear because of a move? By having glasses? By a divorce? By their learning issues? Yes. It would be dishonest to claim otherwise. But negatively affected? That’s up to you. Because how you decide to see it and, more important, how you choose to respond are going to determine how your children perceive these events as well. Highlight(yellow) - October 26: Don’t Deprive Them of This > Page 334 · Location 4117 Some kids are extroverts. Some are introverts. But every kid needs to know how to be alone and to be happy in that space. There are lots of opportunities for you to help them develop this ability, depending on their age and personality, of course. When they start stirring in the morning, don’t rush in. When they’re quietly playing in their room, take a step back. Let them be bored. Highlight(yellow) - October 27: Let Them Know About Your Battles > Page 335 · Location 4133 There has never been a parent (or a human being) who didn’t have their own battles. If we don’t explain this to our children, if we can’t be vulnerable or honest with them, there will forever be an unbridgeable gap between us. Time Flies: (You Could Leave Life Right Now) Highlight(yellow) - December 14: Is It Really Time to Go? > Page 390 · Location 4772 Encourage your kids. Resist the urge to hurry. It’s not really time to go. You’re exactly where you—and they—need to be.

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