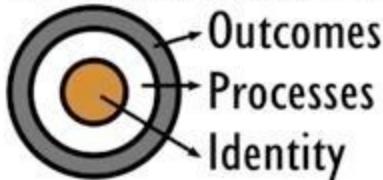


7 Book Visuals You Should Know



"Success is the product of daily habits - not once-in-a-lifetime transformations."



Identity based habits instead of Outcome based habits

1% BETTER every day

31,18%
BETTER EVERY YEAR

FORGET ABOUT GOALS
FOCUS ON SYSTEMS

"Bad habits repeat themselves again and again not because you don't want to change, but because you have the wrong system to change."

HABITS ARE THE PATH TO
CHANGE YOUR IDENTITY

THE HABIT LOOP - THE FOUR LAWS OF BEHAVIOR CHANGE

CUE → **CRAVING** → **RESPONSE** → **RWARD**

MAKE IT OBVIOUS



"One of the greatest challenges in changing habits is maintaining awareness of what we are actually doing."



Identify a habit that already exists and stack the new habit on top

"After _____, I will _____."

ENVIRONMENT DESIGN



Habits can be created more easily in new environments
If you want to learn to play the guitar, leave it in the middle of the room, not in the closet.

"One space, one use."

MAKE IT ATTRACTIVE



Create attractive behaviors while doing something you really enjoy. Run + Netflix

"Habits are attractive when we associate them with positive feelings."



- 1) THE CLOSE
- 2) THE MANY
- 3) THE POWERFUL

Join a culture where the desired behavior is the normal behavior and you already have something in common with the group

"The shared identity begins to reinforce your personal identity."



Create rituals to start the day and to prepare you for a specific situation.

"Whenever you want to get in the mood, you press PLAY."

MAKE IT EASY



With repetition you perform a behavior unconsciously, effortlessly.

"Habits are formed by frequency, not time."



Prime the environment for future use so there is no friction.

"A new habit should not feel like a challenge."



"When you start a habit, it should take less than 2 minutes to do."

AUTOMATE

Whenever you can, automate good habits and automatically eliminate bad habits.



Ask someone to reset your social media password on Monday and deliver the new password on Friday.

MAKE IT SATISFYING



Add a little bit of immediate pleasure to habits that pay off in the long run.

"What is rewarded is repeated. What is punished is avoided."

PERSONAL LOYALTY PROGRAM



Make the avoidance visible. Whenever you pass on a purchase, put the same amount of money in the account.



Measure your progress. Whenever possible, automatically.

WARNING

GOODHART'S LAW:
"When a measure becomes a target, it ceases to be a good measure."

HOW TO BREAK A BAD HABIT

REDUCE EXPOSURE

TO THE CUE THAT CAUSES A BAD HABIT

MAKE IT INVISIBLE

REFRAME MINDSET

HIGHLIGHT THE BENEFITS OF AVOIDING YOUR BAD HABIT

MAKE IT UNATTRACTIVE

INCREASE FRICTION

INCREASE THE NUMBER OF STEPS BETWEEN YOU AND YOUR BAD HABITS

MAKE IT DIFFICULT

CREATE A CONTRACT

MAKE THE COSTS OF YOUR BAD HABITS PUBLIC AND PAINFUL

MAKE IT UNSATISFYING

THIS IS A CONTINUOUS PROCESS. THERE IS NO FINISH LINE. SMALL HABITS DON'T ADD UP, THEY COMPOUND.
MAKE HABITS ENJOYABLE. FALL IN LOVE WITH BOREDOM.



THE ESSAYS OF WARREN BUFFETT

LESSONS FOR CORPORATE AMERICA

Lawrence
Cunningham

"We had learned from Ben Graham that the key to successful investing was the purchase of shares in good businesses when market prices were at a large discount from underlying business values."

LOOK FOR **GOOD BUSINESSES**

"A HORSE THAT CAN COUNT TO TEN IS A REMARKABLE HORSE, NOT A REMARKABLE MATHEMATICIAN."



"OVER TIME, YOU WILL FIND ONLY A FEW COMPANIES THAT MEET THESE STANDARDS, SO WHEN YOU SEE ONE THAT QUALIFIES, YOU SHOULD BUY A MEANINGFUL AMOUNT OF STOCKS."

ECONOMIC ASPECTS

SIMPLE AND STABLE BUSINESS

"I would rather be certain of a good result than hopeful of a great one."

WITHIN THE CIRCLE OF COMPETENCE

"The size of that circle is not very important, knowing its boundaries, however, is vital."

DON'T DIVERSIFY



Simply add your money to your top choices, the businesses you understand best and that present the least risk, along with the greatest profit potential.

COMPETENT AND HONEST MANAGEMENT

"We've never succeeded in making a good deal with a bad person."

AWARE OF THE INSTITUTIONAL IMPERATIVE

1. Institution will resist any change
2. Projects and acquisitions to use available funds
3. Any business craving of the leader will be supported by his troops' studies
4. The behavior of peer companies will be mindlessly imitated

BEWARE OF M&As



Sometimes my horse walks just fine and sometimes he limps. No problem, when he's walking fine, sell him.

SENSIBLE PRICES

"Our goal is to find an outstanding business at a sensible price, not a mediocre business at a bargain price."

MR. MARKET

ALWAYS COMES BACK

"Mr. Market is there to serve you. Not to guide you."

PATIENCE

"The stock market serves as a relocation center at which money is moved from the active to the patient."

AVOID LIMITING YOUR EARNINGS

Sell off portions of your most successful investments simply because they have come to dominate his portfolio is akin to suggesting that the Bulls trade Michael Jordan because he has become so important to the team.

VALUE GROWTH

"They are integrally linked since growth must be treated as a component of value."

COMMODITIES COMPANIES

"It's impossible to be a lot smarter than your dumbest competitor."

IPO

"Selling shareholders are often motivated to unload only when they feel the market is overpaying."

CIGAR BUTTS

"Good jockeys will do well on good horses, but not on broken-down nags."

MACRO

"We will continue to ignore political and economic forecasts, which are an expensive distraction for many investors and businessmen."

SMILE WHEN YOU READ A HEADLINE THAT SAYS "INVESTORS LOSE AS MARKET FALLS." EDIT IN YOUR MIND TO "DISINVESTORS LOSE AS MARKET FALLS - BUT INVESTORS GAIN."

TINY HABITS

The Small Changes That Change Everything

BJ FOGG

FOGG BEHAVIOR MODEL

$$B = M \cdot A \cdot P$$

Behavior = Motivation + Ability + Prompt



STEPS TO SOLVE BEHAVIOR PROBLEMS:

- 1) Change the prompt (trigger)
- 2) Increase the ability
- 3) Change the motivation (last and hardest)



FOGG MAXIM #1

Help people do what they already want to do



FOGG MAXIM #2

Help people feel successful

THE BEHAVIOR DESIGN PROCESS

1 CLARIFY THE ASPIRATION



What do you really want?
What's your dream? What result do you want to achieve?
Ask yourself, "Is this really what I want?"

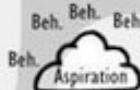
"BUILDING HABITS AND CREATING POSITIVE CHANGE CAN BE EASY - IF YOU HAVE THE RIGHT APPROACH!"

2 EXPLORE BEHAVIOR OPTIONS



Make a list of behavior options that would help you achieve your aspirations

SWARM OF BEHAVIORS



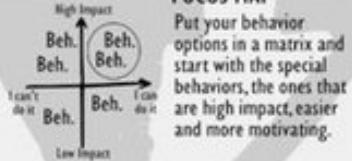
If you could wave a magic wand and get any behavior, what would it be? Unique behaviors, new habits, habits you would break.

3 MATCH WITH SPECIFIC BEHAVIORS



Choose a habit that you already have motivation to do. Don't pick a habit and try to motivate yourself later.

FOCUS MAP

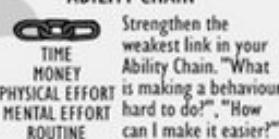


4 START TINY



Make the behavior so tiny that you don't need much motivation.

ABILITY CHAIN



5 FIND A GOOD PROMPT



If you want to create a new habit, find an existing habit and use it as an anchor to start the new habit. Preferably in the same place and with the same goal.

AFTER I _____, I WILL _____

6 CELEBRATE SUCCESSES



You can hack your brain to create a habit by celebrating and self-reinforcing. Find your natural and true celebration.

THEN, I CELEBRATE _____

"IF YOU LEARN JUST ONE THING FROM THIS BOOK, I HOPE IT IS THIS: CELEBRATE YOUR TINY SUCCESSES."

The feeling of success is a powerful catalyst for change

7 TROUBLESHOOT, ITERATE AND EXPAND



Don't push yourself to do more than the tiniest version of your habit. Don't deprive yourself of increasing your habit size if you want to get more done (celebrate more too). Use emotional cues to help you find the edge of your comfort level.

"THE ESSENCE OF TINY HABITS IS THIS: TAKE A BEHAVIOR YOU WANT, MAKE IT TINY, FIND WHERE IT FITS NATURALLY IN YOUR LIFE, AND NURTURE ITS GROWTH."

UNTANGLING BAD HABITS



PHASE #1: FOCUS ON CREATING NEW HABITS

By creating a new positive habit first, you learn Change Skills and gain proof that you are capable of changing to eliminate habits you don't want.



PHASE #2: FOCUS ON STOPPING THE OLD HABIT

Focus on changing the prompt (remove, avoid, or ignore). Break the Ability Chain and, lastly, work with motivation, creating demotivators.



PHASE #3: FOCUS ON SWAPPING A NEW HABIT FOR THE OLD ONE

Choose the new habit wisely, find a habit that is easier to do and has more motivation than the old one. Swap one that is below the Action Line for one that is above it.

WHEN IT COMES TO MOST LIFE CHANGES THAT PEOPLE WANT TO MAKE, BIG BOLD MOVES ACTUALLY DON'T WORK AS WELL AS SMALL STEALTHY ONES.
SMALL CHANGES CHANGE EVERYTHING.

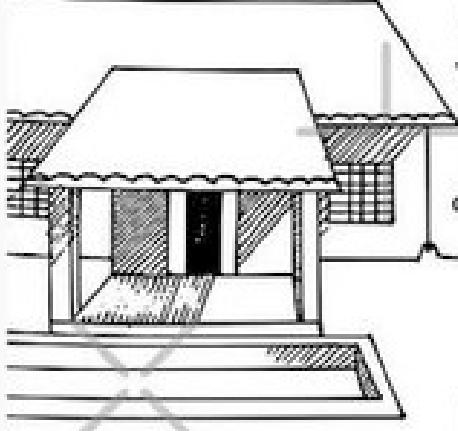
THE PSYCHOLOGY OF MONEY

TIMELESS LESSONS ON WEALTH, GREED AND HAPPINESS

MORGAN
HOUSEL

This one-page summary uses a metaphor from our daily lives to make it easier to memorize the main concepts of the book.

Think that your financial life is like preparing for a day at the pool.

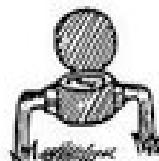


CONFOUNDING COMPOUNDING

Sit on your sun lounger and relax.

The secret to investing is the power of compound interest. Be patient and enjoy the compound effect.

"The most powerful and important book should be called Shut Up And Wait. It's just one page with a long-term chart of economic growth."



NOTHING IS FREE

"Everything has a price, but not all prices appear on labels."

"There's no guarantee that it will be. Sometimes it rains at Disneyland. But if you view the admission fee as a fine, you'll never enjoy the magic. Find the price, then pay it."

YOU & ME

Don't compare your pool to your neighbor's

Understand your own game, create your own strategy. Your needs are different. Your pool is different.

"Beware taking financial cues from people playing a different game than you are."



NO ONE'S CRAZY

Each person has their own narrative and looks at the world through their own lens. A decision that feels wrong to you may feel right to someone else.

"Important financial decisions are not made in spreadsheets or in textbooks. They are made at the dinner table."

FREEDOM

The goal is not to have the pool full, it's to enjoy it.

The highest form of wealth is the ability to wake up every morning and say, "I can do whatever I want today."

"Controlling your time is the highest dividend money pays."



SAVE MONEY

More important than the flow of the faucet is how much is lost through holes in the hose.

"Building wealth has little to do with your income or investment returns, and lots to do with your savings rate."

"Past a certain level of income, what you need is just what sits below your ego."

LUCK & RISK

Sometimes it rains.

Luck and misfortune are part of life. Don't get carried away with one and be prepared for the other.

"More important is that as much as we recognize the role of luck in success, the role of risk means we should forgive ourselves and leave room for understanding when judging failures."

"Pessimists extrapolate present trends without accounting for how reliably markets adapt."

"Progress is too slow to be noticed, while setbacks happen too fast to ignore."

ROOM FOR ERROR

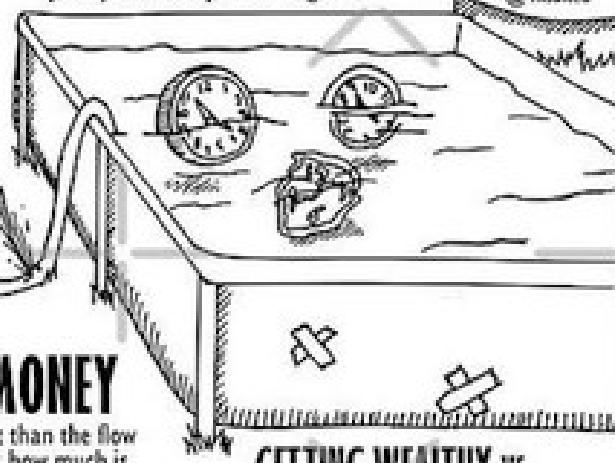
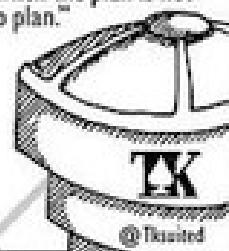
Always have an emergency reserve.

"The most important part of a plan is having a plan for when the plan is not going according to plan."

NEVER ENOUGH

Know the edge of your pool.

"Enough is realizing that an insatiable appetite for more will push you to the point of regret."



GETTING WEALTHY vs. STAYING WEALTHY

If the hole in the pool is too big, game over.

"Good investing is not necessarily about making good decisions. It's about consistently not screwing up."

THINKING FAST AND SLOW

DANIEL
KAHNEMAN



SYSTEM 1

Fast and intuitive. It operates automatically and quickly, with little or no effort and no sense of voluntary control.

SYSTEM 2

Slow and lazy. Allocates attention to the effortful mental activities that demand it, including complex computations.

System 1 makes most of the decisions, it minimizes effort and optimizes mental performance, but for that it makes some mistakes and operates with bias in specific situations. Learn how to protect yourself.

HOW DOES SYSTEM 1 DECEIVE US?

EGO DEPLETION



If you have to force yourself to do something, you are less willing or able to exert self control when the next challenge comes around.



W.Y.S.I.A.T.I.

What You See Is All There Is



PRIMING EFFECT

System 1 makes associations. After reading words with an elderly theme, students walk more slowly.

System 1 creates a coherent story with the available information, regardless of the quality of the information.



JUMP TO CONCLUSIONS

Recent events and current context have the most weight in determining interpretation.



COGNITIVE EASE

Being in a good mood and relaxed encourages the use of system 1. You like what you see, believe what you hear.



ILLUSION OF CAUSALITY

System 1 is adept at finding a coherent causal story that links the fragments of knowledge at its disposal.

HOW DOES IT AFFECT OUR JUDGMENT?

Our mind is strongly biased toward causal explanations and does not deal well with mere statistics.

LAW OF SMALL NUMBERS



Small samples yield extreme results more often than large samples do. System 1 constructs stories that are as coherent as possible. (WYSIATI)

ANCHORING EFFECT



People's judgements are influenced by an obviously uninformative number.

REGRESSION TO THE MEAN



System 1 looks for the causal relationship when in fact there is only random variation, a regression to the mean.

NARRATIVE FALLACY



How flawed stories of the past shape our views of the world and our expectations for the future.

HINDSIGHT BIAS



A general limitation of the human mind is its imperfect ability to reconstruct past states of knowledge, or beliefs that have changed.

PLANNING FALLACY



We tend to overestimate our plans and forecasts. Our estimates are closer to a best-case scenario than to a realistic one.

HOW DO OUR CHOICES DEVIATE FROM RATIONALITY?

ECONS are rational by definition, but there is overwhelming evidence that HUMANS cannot be.

LOSS AVERSION

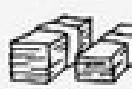


The fear of losing \$100 is more intense than the hope of gaining \$150. Loss aversion ratio = 2 (on average).

ENDOWMENT EFFECT



Owning the good appeared to increase its value. Giving up a bottle of nice wine is more painful than getting an equally good bottle is pleasurable.



MENTAL ACCOUNTS

We hold our money in different mental accounts. There is a clear hierarchy in our willingness to draw on these accounts to cover current needs.



RARE EVENTS

Highly unlikely events are ignored or overweighted.

Recognize the signs that you are in a cognitive minefield, slow down, and ask for reinforcement from system 2

THE MOST IMPORTANT THING

Uncommon Sense for the Thoughtful Investor

HOWARD MARKS

INTRINSIC
VALUE



"Without an accurate estimate of intrinsic value, any hope for consistent success as an investor is just that: HOPE."

BE PATIENT

"What's nice about investing is you don't have to swing at pitches."
Warren Buffett

RECOGNIZE
LUCK

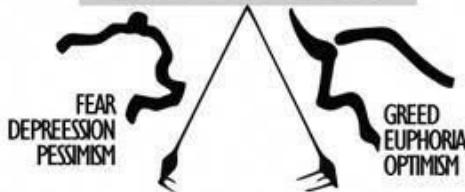
"A lucky fool ends up looking like a skilled investor."

HAVE
SECOND-LEVEL
THINKING



HOWARD MARKS

MARKETS SWING
LIKE PENDULUMS



BE SKEPTICAL

"Skepticism is pessimistic when there is too much optimism. On the other hand, it is optimistic when there is an excess of pessimism."

AVOID PREDICTING
THE FUTURE



"Few people possess superior knowledge of macro that can regularly be turned into an investing advantage."

LOOK FOR

MOMENTS
OF INEFFICIENCY

TO BUY CHEAP

"Investment success doesn't come from "buying good things", but rather from "buying things well"."

BE AWARE OF

RISKS



"The investor's job is to take risks intelligently. Doing it well is what separates the good investor from the rest."

UNDERSTAND THE
PSYCHOLOGY
OF INVESTOR

Greed - fear - ego
biases - envy

BE
CAUTIOUS

"If we avoid the losers, the winners take care of themselves."



AVOID TRAPS

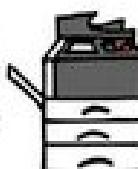
"When there's nothing particularly clever to do, the potential pitfall lies in insisting on being clever."





Click -Whirr

The turkeys are good mothers and their entire behavior is triggered by the 'cheep-cheep' sound of her chicks. An experiment with a stuffed polecat (the turkey's natural enemy) showed that the turkey will treat the "fake" polecat like a chick if it sounds like a chick.



It sounds crazy, but we act the same way, without realizing it. We use behavioral "shortcuts" to save time, energy and mental capacity. But this leads us to make some wrong decisions.

PHOTOCOPY QUEUE

Using the word "because" triggers a reaction even without a relevant reason.
"Can I cut in line in front of you to use the printer because I need to make some copies?"

RECIPROCATION

We tend to agree to do a greater favor than the one received just to alleviate the psychological burden of debt.



A researcher who gives a coke to the respondent can sell 2X more raffle tickets after the survey. None of the interviewees assumed that the reason was the coke.

Rejection-then-retreat



A seller tries to sell you a 3-year warranty, but waits for you to decline to sell a 1-year warranty (the initial goal).

LIKING

In the purchase decision, the strength of the social bond is 2X greater than the preference of the product itself.



Tupperware meetings: where the hostess sells the pots and keeps a percentage of the sale. Friends and acquaintances feel obliged to buy something.

Luncheon technique



People become fonder of the people and things they experienced while eating. The good feeling of eating is attributed to the person or thing.

DEFENSE

Be aware that we will always use these mental "shortcuts" in our decision making. Knowing these "weapons of persuasion" turns on a warning light when we are in a similar situation. Always pay attention not to fall into these "traps".

When making critical decisions, stop, breathe and think rationally without being influenced by the factors presented.

COMMITMENT AND CONSISTENCY

We have a desire to be (and appear) consistent with what we have already done and what we have committed to.



Survey participants saying they would donate to a charity were 2X more likely to volunteer to ask for donations. Days after the survey.

Low ball technique Dealership prices the car lower than the competitor and after you sign the purchase, they find an "error" and the price goes up. You who committed, buy anyway.

AUTHORITY

We have an extreme disposition to obey the command of an authority, going to the last consequences.



An experiment showed that volunteers continued to shock a victim, even against their will, just because the orders came from a teacher.

The power of hierarchy



Experiments show that physicians' decisions are rarely questioned by less experienced physicians and nurses, even when the decision is clearly inappropriate.

SOCIAL PROOF

We view a behavior as more correct in a given situation to the degree that we see others performing it.



The "canned" laughs of comedy shows make the audience laugh longer and more often, especially with bad jokes.

The power of people



After watching a video showing a shy child going to play with other children, children become much more sociable.



SCARCITY

Opportunities seem most valuable to us when they are less available.

A salesman says that the price is really good, but that he has just sold it to another customer. He is willing to check the stock. The chance of selling is much higher due to scarcity.

The pressure of competition

The used car salesman calls interested parties at the same time and makes the 2nd buyer wait while the 1st analyzes the vehicle. This creates pressure and adds value to the vehicle.

