THINK AND GROW RICH

NAPOLEON HILL

INTANGIBLE IDEAS

13 PRINCIPLES

to transform the intangible impulse, of desire, into tangible reality, of money

When a man really desires a thing so deeply that he is willing to stake his entire future on a single turn of the wheel in order to get it, he is sure to win.

"WE ARE THE MASTER OF OUR FATE, THE CAPTAIN OF OUR SOULS, BECAUSE WE HAVE THE POWER TO CONTROL OUR THOUGHTS."

DESIRE LEVEL

BURNING DESIRE
The starting point of all achievement

Riches begin with a state of mind, with definiteness of purpose

AUTO-SUGGESTION
Write, read loud and repeat every day your desire

No thought can enter the subconscious mind without the aid of the principle of auto-suggestion

SIXTH SENSE
You will be warned of impending dangers in time to avoid them, and notified of opportunities in time to embrace them

Unlocked only through application of the other principles

THOUGHTS LEVEL

FAITH
It is the element which determines the action of your subconscious mind

SUBCONSCIOUS MIND
The link between the finite mind of man and the Infinite Intelligence

THE BRAIN
A broadcast and receiving station for thoughts

PLAN LEVEL

IMAGINATION
The workshop of the mind

The desire is given form and action throught the aid of the imaginative faculty of the mind

SPECIALIZED KNOWLEDGE
Knowledge will not attract money, unless it is organized, and intelligently directed through practical plans of action

ORGANIZED PLANNING
The crystallization of desire into action

DECISIONS
Those who reach decisions promptly and definitely, know what they want and generally get it

ACTION LEVEL

MASTER MIND
No individual may have great power without availing himself of the Master Mind

PERSISTENCE
Riches do not respond to wishes. They respond only to definite plans, backed by definite desires, through constant persistence

SEX ENERGY
When driven by emotion of sex, men become gifted with a super power for action

TANGIBLE MONEY

SUCCESS REQUIRES NO APOLOGIES, FAILURE PERMITS NO ALIBIS.

LIFE IS CHECKERBOARD, AND THE PLAYER OPPOSITE YOU IS TIME. IF YOU HESITATE BEFORE MOVING, OR NEGLECT TO MOVE PROMPTLY, YOUR MEN WILL BE WIPED OFF THE BOARD BY TIME. YOU ARE PLAYING AGAINST A PARTNER WHO WILL NOT TOLERATE INDECISION!

ESSENTIALISM

GREG MCKEOWN

NON-ESSENTIALIST

ENERGY

Energy is divided into many activities. The result is a small progress in several directions.

Someone who wants to do everything, for everyone and now. Therefore, feel frustated in life.

PRIORITIES

"Everything is important."

"I'm exhausted and overwhelmed."

THE DISCIPLINED PURSUIT OF LESS CONSISTS OF 3 STEPS:

1. EXPLORE

CREATE SPACE
In order to have focus we need to escape to focus

FILTER NOISE
Look and listen carefully. Hear what is not said.

SLEEP WELL
Protect your asset, your ability to exploit.

SELECT OPPORTUNITIES
If it isn't a clear YES, then it's a clear NO.

2. ELIMINATE

DEFINE YOUR PURPOSE
The only way to know what to eliminate is to have a clear goal.

SAY MORE NO
Exchange popularity for respect.

TAKE TIME TO SAY YES
"Half of the troubles in this life can be traced to saying yes too quickly and not saying no soon enough." - Josh Billings

CREATE LIMITS
When we have clear boundaries, we're free to select from the options that we've deliberately chosen to explore.

3. EXECUTE

CREATE SAFETY MARGIN
Expect the unexpected and get ready.

SUBTRACT
"To get knowledge, add things all day, to get wisdom, subtract." - Lao Tse

CREATE HABITS
Start small and celebrate progress.

CREATE YOUR ROUTINE
Routine preserves the essential, making execution effortless

BECOME AN ESSENTIALIST

ENERGY

1

LESS BUT BETTER

"Almost everything is non-essential."

"If we don't prioritize our life someone else will."

"Strategy is about making choices, trade-offs."

+ CLARITY + CONTROL + HAPINESS + INTENTIONALIY

"The life of essentialist is a life with meaning. It's a life that really matters."

THINK LIKE A MONK JAY SHETTY

The monk mindset requires constant self-awareness, discipline, diligence, focus, and practice. It's hard work, but the tools are already in your head, in your heart and in your hands.

3 STAGES OF ADAPTING TO THE MONK MINDSET

LET GO → GROW → GIVE

CLEANSING

IDENTIFY YOUR OWN
VALUES
(NOT FROM YOUR PARENTS AND CULTURE)
"When we tune out the opinions, expectations, and obligations of the world around us, we begin to hear ourselves."
Eliminate what is not aligned with your values. (Time, media, expenses)

GET AWAY FROM
NEGATIVITY
Understand the situation of negative people without judgment. Walk away slowly.
75/25 Rule - For every negative person, have 3 inspiring people around you

ELIMINATE YOUR
FEARS
"Fear does not prevent death. It prevents life." - Buddha
Accept your fears. Find patterns. The cause of fear is attachment.

UNDERSTAND YOUR TRUE
INTENTIONS
WHY?
The Why Ladder
Dig down to the deepest why behind your intentions.

RESHAPING

FIND YOUR
PURPOSE
Identify your passion.
Dharma = Passion+Expertise+Usefulness
Instead of a radical change, look for opportunities to do what you love in the life you already have.

CREATE A
ROUTINE
Morning Routine: Gratitude, Knowledge, Meditation, Exercise
"The goal of all this preparation is to bring intentionality to the entire day."

TAKE CONTROL OF YOUR
MIND
In the untrained state, the intellect is asleep on the job, so the senses have control of the mind and lead the body wherever they please.
"In the end, it is your mind that translates the outside world into happiness or misery."

MASTER THE
EGO
"If you don't break your ego, life will do it for you."
Practice Humility - Remember the bad you've done and the good others have done for you. Forget the good you've done and the bad they've done to you.

EXPANDING

THANK YOU
PRACTICE
GRATITUDE
Express your gratitude and create a virtuous cycle of love. Thank compliments. Appreciate attention and intention.

BUILD GOOD
RELATIONSHIPS
Trust can be threatened in many ways and needs to be reinforced and rebuilt on a daily basis.

6 LOVING EXCHANGES

GIFT: 1. GIVE with intention 2. RECEIVE with gratitude
TALKS: 3. LISTEN without judgment 4. TALK with vulnerability
FOOD: 5. PREPARE without agenda 6. RECEIVE with presence

LIVE IN
SERVICE
"The highest purpose is to live in service."
Service is always the answer. It fixes a bad day. Service helps other people and helps us. We don't expect anything in return, but what we get is the joy of service. It's an exchange of love.

MEDITATIONS

BREATHE
When you align with your breath, you learn to align with yourself through every emotion— calming, centering, and de-stressing yourself.
Breathing for Calmness, Energy, and Sleep

VISUALIZE
When you close your eyes and take your mind to another place and another time, you have the opportunity to heal the past and prepare for the future.
Body scan. Sacred space. Presence and mental image

CHANTS
Sound meditations allow you to connect with your soul and the Universe through words and singing.
Chants: Om Namo Bhagavate Vasudevaya, Om Tat Sat, Lokah Samastah Sukhino Bhavantu

SPOT, STOP, SWAP.

TRAIN YOUR MIND TO OBSERVE THE FORCES THAT INFLUENCE YOU, DETACH FROM ILLUSION AND FALSE BELIEFS AND CONTINUALLY LOOK FOR WHAT MOTIVATES YOU AND WHAT FEELS MEANINGFUL.

@Thinited

HOW TO BECOME A STRAIGHT-A STUDENT

CAL NEWPORT

STRAIGHT-A STUDENT VS PSEUDO-WORKER STUDENT

Get work done quickly and with a minimum of wasted effort.

WORK ACCOMPLISHED = TIME SPENT + INTENSITY OF FOCUS

Looks and feels like someone who is working hard, but doesn´t accomplish too much. All-nighters. Avoid being like them.

BRUTE FORCE STUDY HABITS ARE INCREDIBLY INEFFICIENT

IT IS POSSIBLE TO COME UP WITH TECHNIQUES THAT WORK MUCH BETTER AND REQUIRE MUCH LESS TIME.

STUDY BASICS

The goal is not to squeeze everything into one day at all cost, but to find out how many tasks you actually have time to accomplish.

MANAGE TIME

You will need a LIST and a CALENDAR.
. Write your to-dos and deadlines on a list whenever they arise.
. Transfer those to-dos to your calendar every morning.
. Plan your day with a realistic time frame and move what you don't have time for to different dates.

DECLARE WAR ON PROCRASTINATION

. Keep a WORK PROGRESS JOURNAL and record what you want to accomplish and whether or not you succeeded. Very helpful on busy periods.
. Eat healthy snacks to maximize your energy. Drink water constantly and don't skip meals.
. Transform horrible tasks into a big event. Go to an out-of-the-way restaurant or coffee shop.
. Build work routines and choose your hard days in advance.

WHEN, WHERE, AND HOW LONG

. Try to fit as much work as possible into the morning and afternoon. Nighttime is not as long and free as you think.
. Study in isolated locations. Identify a number of isolated study spots (not just one).
. Take a break every hour.

QUIZZES & EXAMS

If you are STUDYING HARD, then you've done something WRONG.

SMART NOTES

. Always go to class and take notes. Summarize them at the end of the week.
. For Non-technical courses, capture big ideas in the QUESTION-EVIDENCE-CONCLUSION format.
. For technical courses, record as many sample problems and answers as possible.

DEMOTE YOUR ASSIGNMENT

. Work a little bit each day. Avoid Day-before syndrome.
. DON'T READ EVERYTHING. Read only the favorite sources. For supplemental sources, remember the hierarchy: Make an argument > Describe an event/person > Provide context.
. Take notes in the Question-Evidence-Conclusion format.

ORGANIZE YOUR RESOURCES

. Figure out exactly what the test will cover.
. Cluster your notes for non-technical courses.
. Build a MEGA-PROBLEM SET for technical courses.
. Use FLASHCARDS for memorization.
. Don't try to organize and study on the same day.

CONQUER YOUR MATERIAL

. Embrace the QUIZ-AND-RECALL METHOD. Say your answers out loud. Spread out memorization over several days.
. For technical courses, write the important equations and concepts by hand.

ACADEMIC DISASTER INSURANCE

. Eliminate your question marks.
. The key is to start this process well before the exam.
. Ask during class, briefly after class, with classmates or at review sessions.

PROVIDE "A+" ANSWERS

. Look over the whole test first.
. Figure out how much time you have to spend on each question. Leave a 10 min cushion at the end.
. Answer in order of increasing difficulty.
. Write a mini-outline before tackling an essay question.

ESSAYS & PAPERS

Once you have the STRUCTURE, the paper writes itself.

INTERESTING TOPIC

. Look for a topic that excites you.
. Approach your professor with some ideas and let him recommend some reas.

THESIS-HUNTING EXPEDITION

. Start with general sources and then follow references.
. Construct a thesis that makes a compelling argument concerning the topic.
. Great thesis are provocative, nuanced, direct, and inclusive.

SEEK A 2ND OPINION

. A thesis is not a thesis until a professor has approved it.
. Ask him: Does it cover too much? Is it too simple?

RESEARCH LIKE A MACHINE

. Find sources. Make personal copies of all sources. Annotate the material. Decide if you're done.
. Avoid RESEARCH RECURSION SYNDROME: "Just one more source."

POWERFUL STORY

. There is no shortcut to developing a well-balanced and easy-to-follow argument.
. Describe your argument in a top-level outline, with supporting quotes.
. Separate the different components. When it comes to writing it's easy to find your sources.

EXPERT PANEL

. Before starting to write, get some opinions from classmates and friends.
. The more important the paper, the more people who should review it.

WRITE WITHOUT THE AGONY

. Follow your outline and articulate your points clearly.
. Write no more than 3-5 pages per week day and 5-8 pages per weekend day.
. Separate your writing days from other steps.
. Writing requires concentration. Do it in quiet isolation.

FIX DON'T FIXATE

. Solid Editing requires only 3 careful passes:
1) The Argument Adjustment Pass: Make sure your argument is clear.
2) The Out Loud Pass: Mark any awkward passage or unclear explanation.
3) The Sanity Pass: A final pass over a printed version.

TAKE CONTROL OF YOUR YOUNG LIFE. MASTER NEW AREAS OF KNOWLEDGE. EXPAND YOUR MENTAL ABILITIES. HAVE SOME FUN IN THE PROCESS.

@TKsuited

TINY HABITS

The Small Changes That Change Everything

BJ FOGG

FOGG BEHAVIOR MODEL

B = M. A. 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

Put your behavior options in a matrix and start with the special behaviors, the ones that are high impact, easier and more motivating.

4 START TINY

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

ABILITY CHAIN

TIME
MONEY
PHYSICAL EFFORT
MENTAL EFFORT
ROUTINE

Strengthen the weakest link in your Ability Chain. "What is making a behaviour hard to do?", "How can I make it easier?"

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

EMOTIONS CREATE HABITS

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 SUBTLE ART OF NOT GIVING A F*CK

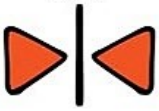
Mark Manson

BREAK THE FEEDBACK LOOP FROM HELL

We feel bad about feeling bad. We get angry about getting angry.

"This is why not giving a fuck is so key. Accepting that the world is totally fucked and that's all right, because it's always been that way, and always will be."

THE BACKWARDS LAW



"The more you pursue feeling better all the time, the less satisfied you become, as pursuing something only reinforces the fact that you lack it in the first place."

DON'T TRY!

"Everything worthwhile in life is won through surmounting the associated negative experience."

HAPPINESS COMES FROM SOLVING PROBLEMS

"Don't hope for a life without problems. There's no such thing. Instead, hope for a life full of good problems." - Disappointment Panda

YOU ARE NOT SPECIAL

The flood of extreme information has conditioned us to believe that exceptionalism is the new normal. What drives us to feel pretty damn insecure and desperate.

SUFFERING IS INEVITABLE

What are the values that you prioritize above everything else, and that therefore influence your decision-making more than anything else?

Self-awareness is like an onion.

1° Understanding of one's emotions.

2° Ability to ask why we feel certain emotions.

3° Our personal values

5 COUNTERINTUITIVE VALUES TO ADOPT

TAKE RESPONSIBILITY

FOR EVERYTHING THAT OCCURS IN YOUR LIFE, REGARDLESS OF WHO'S AT FAULT

YOU ARE ALWAYS CHOOSING

"We don't always control what happens to us. But we always control how we interpret what happens to us, as well as how we respond."

FAULT IS PAST TENSE. RESPONSIBILITY IS PRESENT TENSE.

We all get dealt cards. Some of us get better cards than others. And while it's easy to get hung up on our cards, and feel we got screwed over, the real game lies in the choices we make with those cards.

UNCERTAINTY

THE ACKNOWLEDGEMENT OF YOUR OWN IGNORANCE AND THE CULTIVATION OF CONSTANT DOUBT IN YOUR OWN BELIEFS

"Questioning ourselves and doubting our own thoughts and beliefs is one of the hardest skills to develop."

UNCERTAINTY IS THE ROOT OF ALL GROWTH

YOU ARE WRONG ABOUT EVERYTHING

"Instead of looking to be right all the time, we should be looking for how we're wrong, all the time. Because we are."

MANSON'S LAW OF AVOIDANCE

"The more something threatens your identity, the more you will avoid it."

FAILURE

THE WILLINGNESS TO DISCOVER YOUR OWN FLAWS AND MISTAKES SO THAT THEY MAY BE IMPROVED UPON.

"Learn to sustain the pain you've chosen. When you choose a new value, you are choosing to introduce a new form of pain into your life."

PAIN IS PART OF THE PROCESS

"Improvement at anything is based on thousands of tiny failures"

THE "DO SOMETHING" PRINCIPLE

"Don't just sit there. Do something. The answers will follow."

REJECTION

THE ABILITY TO BOTH SAY AND HEAR NO, THUS CLEARLY DEFINING WHAT YOU WILL AND WILL NOT ACCEPT IN YOUR LIFE

"The act of choosing a value for yourself requires rejecting alternative values."

"Absolute freedom, by itself, means nothing."

WE ARE ACTUALLY OFTEN HAPPIER WITH LESS

"Commitment, in its own way, offers a wealth of opportunity and experiences that would otherwise never be available to me, no matter where I went or what I did."

DEPTH IS WHERE THE GOLD IS BURIED

CONTEMPLATION OF ONE'S OWN MORTALITY

PAYING VIGILANT ATTENTION TO ONE'S OWN DEATH IS THE ONLY THING CAPABLE OF HELPING US KEEP ALL OUR OTHER VALUES IN PERSPECTIVE

"Giving a fuck about something is the only thing that distracts us from the reality and inevitability of our own death."

"Seek the truth for yourself, and I will meet you there." - Josh

THERE IS NOTHING TO BE AFRAID OF. EVER.

"Death is the only thing we can know with any certainty. And as such, it must be the compass by which we orient all of our other values and decisions."

THE KEY TO A GOOD LIFE IS NOT GIVING A FUCK ABOUT MORE; IT IS GIVING A FUCK ABOUT LESS, GIVING A FUCK ABOUT ONLY WHAT IS TRUE, IMMEDIATE AND IMPORTANT.

@TKurtz

ANTIFRAGILE Things That Gain from Disorder

Nassim N. Taleb

There are complex and non-complex systems, we tend to think that most systems are non-complex (mechanical), when most of the time they are complex. This mistake creates fragile systems.

Complex Systems

In the complex world, the notion of "cause" itself is suspect; it is either nearly impossible to detect or not really defined

Black Swan

Highly improbable event with extreme impact

NON LINEARITY

The effects of events on complex systems are not constant. Compound effect.

Non Complex Systems

Needs continuous repair

Stressors cause material fatigue

"People with an engineering-oriented mind will tend to look at everything around as an engineering problem."

"The fragile wants tranquility, the antifragile grows from disorder, and the robust doesn't care too much."

FRAGILE

Fragile systems lose or break down in scenarios of volatility and uncertainty. They don't see that the world is a complex system.

ROBUST

Supports volatility. Doesn't care, but doesn't benefit.

ANTIFRAGILE

Antifragile systems get better with shock and stress. They love and benefit from randomness and uncertainty.

The Lucretius Problem

Believes that the highest mountain in the world is the highest mountain he has ever seen. Not Ready for Black Swans

"Do not mistake absence of evidence with evidence of absence. Don't be the turkey"

The Illusion of Stability

Believes that the advantage of steady employment is the lack of volatility (predictability), but a single event can drive all income to zero.

"The central illusion of life: that randomness is risky, that it is a bad thing."

Iatrogenics

Cause harm while trying to help. Eliminates natural stressors. Ex.: doctors, central banks

Shocks cause more impacts as the intensity increases (up to a certain point). Ex.: traffic gets much worse as the number of cars increases

Concave

Barbell Strategy

Protected against Negative Black Swans

The middle doesn't matter

Open to Positive Black Swans gains

"The antifragile can lose for a long time with impunity, so long as he happens to be right once."

Optionality

Having an option, not an obligation, allows you to benefit from the positive Black Swan without getting hurt. The fragile has no option.

Convex

For the Antifragile, shocks provide more benefits as their intensity increases (up to a point). Ex.: Bodybuilding

Stress Hormesis Trial and error

Shocks at small intensities make the system better. Ex.: Intermittent fasting, aviation, Start ups, vaccines

"Some parts need to be fragile to make the system antifragile."

Skin in the game

The worst problem of modernity lies in the malignant transfer of fragility and antifragility from one party to the other, with one getting the benefits, the other one getting the harm

Fat Tony

Be more like Fat Tony:
- Never get on a plane if the pilot is not on board (Skin in the game)
- Make sure there is also a co-pilot (have redundancy)

In favor of just "making a buck" as opposed to being "proven right".

TIME TEST

The best and true test of FRAGILITY. Things that have survived time tend to stay longer than new things.

"Courage to accept to live in a world they knew they did not understand. And they enjoyed it."

"Anything that has more to gain than to lose from random events (or certain shocks) is ANTIFRAGILE; the reverse is FRAGILE"

The Psychology of Money

- Morgan Housel

Understanding Wealth

Saving vs. Earning

True wealth is the money saved and not spent. Flaunting wealth often depletes it, while saving builds financial security.

Many people who earn far above-average salaries live paycheck to paycheck.

Takeaway: Prioritize savings over displays of affluence.

Compounding is Key

Small sums invested into the market can grow to huge amounts over time. A **small but consistent** saving/investment rate can create significant wealth.

Stay the Course

Buffett has invested since he was 10. And his 20s had the best returns.

Still, **99% of Buffett's net worth** came after his 50th birthday.

If you save and invest, you are doing your part.

Let compounding and time to the rest.

Lifestyle of the Poor vs. Wealthy

Avoid Lifestyle Inflation

Most people **increase their spending as their income rises.** This creates financial stress and limits long-term wealth-building.

Takeaway: Salary Increase -> Increase your **savings rate** more than your lifestyle

Freedom and Time

Poor people make money to buy fancy things like cars or jewelry.

Wealthy people make money to have more freedom and time.

Income ≠ Wealth

What both of the above points are getting at is that income doesn't automatically lead to wealth.

It's crucial what decisions you make when spending (or better, saving and investing) the money.

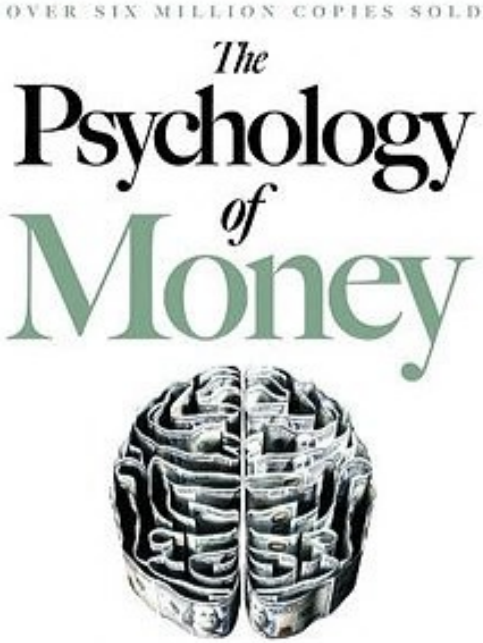
Your Financial Goalpost

To prevent falling into the "Lifestyle Trap," one can set explicit goals and create a plan to achieve them.

Ask:

"If I want X amount of money to retire and have Y amount of money today. I can probably contribute Z. So what rate do I need to compound at to get there?"

OVER SIX MILLION COPIES SOLD



TIMELESS LESSONS ON WEALTH, GREED, AND HAPPINESS

MORGAN HOUSEL

"One of the best and most original finance books in years."
—JASON ZWEIG
Wall Street Journal

Personal Experiences

Unique Experiences

People make financial decisions based on what they've lived through, **not** on **abstract facts or theories.**

For example, someone who grew up during a recession might be more risk-averse than someone who **experienced** a booming economy.

No Universal Way to Handle Money

Because people's goals and life situations differ, what works for one person may not work for another.

Takeaway: **Avoid blindly copying** strategies that don't align with your values and circumstances.

Investing Lessons

Behavior vs. Skill

I focus on this a lot in my posts. A big chunk of investing success stems from your **behavior rather than skill.**

Humans run markets, and thus, human errors are everywhere. If you **control** your emotions, you are already way ahead of most.

Crucial Moments and panic

A handful of decisions can affect your entire investing "career."

If you panic sold in March of 2020, that could be a scar on your portfolio for the rest of your life.

Mental preparation and understanding our mental shortfalls can prevent such decisions driven by emotions.

Expect Volatility and Embrace It

Part of the mental preparation will be to accept and embrace volatility.

If you invest for decades, you'll likely experience some severe market crashes.

Learn to take advantage of them and turn moments like the March of 2020 into opportunities instead of threats.

Personal Risk Tolerance

In theory, it's easy to benefit from volatility and look back at old market crashes.

In practice, you need to know your personal risk tolerance.

If you take risks you're **uncomfortable** with, you'll make **mistakes.**

Avoid Forecasting

Markets are unpredictable, and attempting to time or predict them often backfires.

Lesson: Focus on what you can control, like diversification and costs, rather than trying to outguess the market.

SWOT Analysis

Strengths

- Capabilities
- Competitive advantages
- Resources, assets and people
- Experience, knowledge and data
- Financial reserves, returns
- Marketing, reach
- Innovative aspects
- Location, geographical
- Price, value and quality
- Processes, systems, it, communications
- Advantages of proposition

Weaknesses

- Lack of capabilities
- Gap in competitive strengths
- Reputation, presence and reach
- Timescales, deadlines and pressures
- Financials
- Cash flow, cash drain
- Continuity, supply chain
- Effects on core activities
- Reliability of data, plan and project
- Management cover & succession

Opportunities

- Market developments
- Industry or life style trends
- Innovation and technology development
- Global influences
- Market dimensions, horizontal, vertical
- Target markets
- Geographical import, export
- Major contracts, tactics and surprises
- Business/product development

Threats

- Political and economical effects
- legislative effects
- environmental effects
- Competitive intentions
- Market demand
- Innovation in technologies, services and ideas
- New contracts and partners
- Loss of resources
- Obstacles to be faced
- Poor management strategies
- Economic condition home, abroad

MASTERING TIME MANAGEMENT:

THE ULTIMATE CHEAT SHEET FOR EVERYONE

Eat That Frog

Do the most important & difficult tasks first thing in the morning.

Works well for people who struggle with procrastination.

Pomodoro

25 minutes of work, 5-minute break, and then a longer break.

Works well for people who struggle with distractions.

2-Minute Rule

If a task can be completed in 2 min or less, do it right away.

Works for boosting productivity and reducing procrastination.

1-3-5 Method

1 Big Task – 3 Medium Tasks – 5 Small Tasks

By focusing on a limited number of tasks at different levels of complexity, you can stay organized throughout the day.

Works well for those who struggle with overwhelm.

Eisenhower Matrix

Organize work in four quadrants and decide on urgent vs important & not-urgent vs not important factors.

Works well for people who have to deal with a lot of decision-making.

	IMPORTANT	NOT IMPORTANT
URGENT	Do	Delegate
NOT URGENT	Decide	Delete

Getting Things Done (GTD)

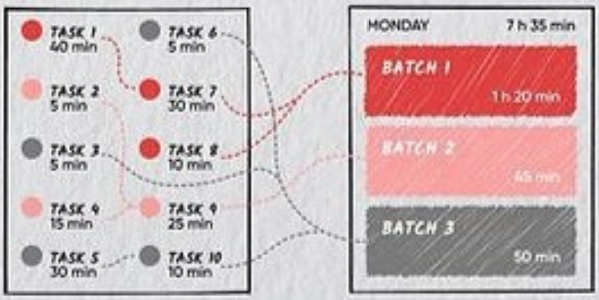
Add all tasks to a list. If the task is around 2 minutes of work, do it instantly, else – schedule it.

Works well for people who like to-do lists and long-term planning.

Pickle Jar Theory

Add a finite amount of tasks in a day. Identify what is useful and what is not useful.

Works well for people who love creative thinking.

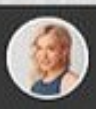


Task Batching Technique

Assign time blocks for the tasks in your day. Most effective with task batching.

Works well for people who manage multiple responsibilities or projects.

For more valuable content, follow me



Victoria Repa | CEO & Founder BetterMe

How To Say No

The Ultimate Boundary Setting Cheat Sheet

By Chris Donnelly | https://chris-donnelly.co.uk/

4 DECISION-MAKING MODELS

1. The Eisenhower Matrix

This helps you to prioritise options by urgency and importance.

	Urgent	Not urgent
Important	SAY YES TO	SCHEDULE FOR LATER
Not important	DELEGATE	SAY NO TO

2. The 80/20 Principle

This aims to maximize your efficiency by helping you focus on the most impactful options.

- **Identify:** The tasks that require 20% of your effort but drive 80% output.
- **Focus on:** Those tasks to obtain the best results.
- **Say No To:** The tasks that are not driving 80% output.

3. The 2 Minute Rule

This encourages you to take immediate action on quick tasks.

- **Break Down:** Complex tasks into 2-minute, bite-size chunks. (e.g. Break down writing a book into writing 200 words).
- **Say No To:** The tasks that can't be done within 2 minutes.

4. Warren Buffett's 25/5 Rule

This helps you focus on your most important goals and avoid distractions.

1. **Write Down:** A list of your top 25 projects and initiatives.
2. **Rank:** The 25 projects by importance.
3. **Select:** The top 5.
4. **Say No To:** The 20 tasks below your top 5.

8 ALTERNATIVE RULES FOR SAYING NO WITH GRACE

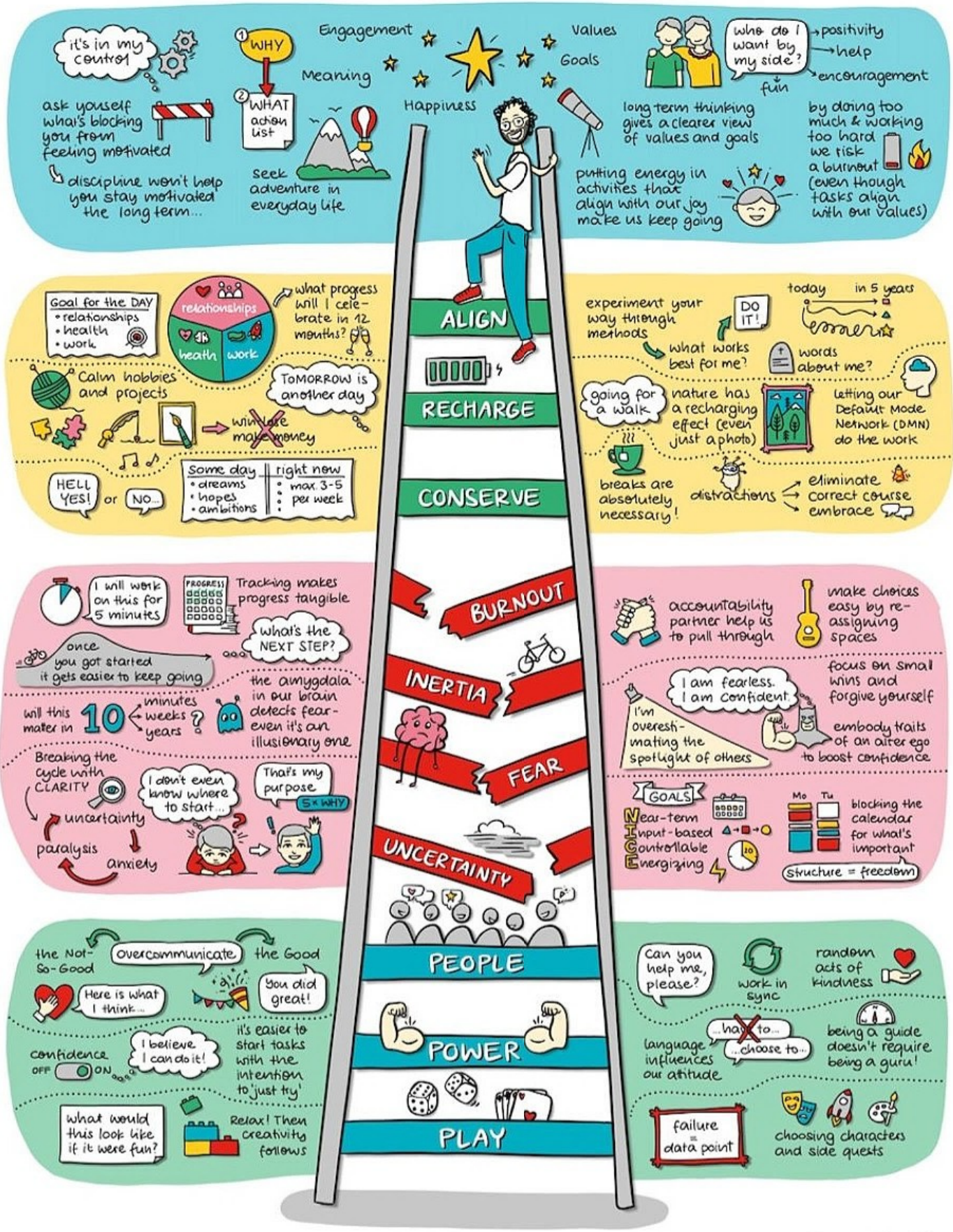
Rules	How to Execute
1. **Discuss existing commitments.**	"I'd love to help, but I have prior commitments that I need to prioritise."
2. **Offer constructive feedback instead**	"I'm unable to participate, but I'd be happy to provide feedback or guidance if that would be helpful."
3. **Set boundaries without giving too much detail**	"I've reached my limit for taking on new projects at the moment, but I appreciate you thinking of me."
4. **Politely decline with gratitude**	"Thank you so much for considering me, but I'm unable to take on any additional responsibilities right now."
5. **Be concise and respectful**	"I'm afraid I have to decline, but I truly appreciate the opportunity."
6. **Express genuine regret**	"I'm really sorry, but I won't be able to commit to this. I hope you understand."
7. **Offer alternative forms of support**	"While I can't participate directly, I can offer assistance in other ways, such as sharing resources or connecting you with someone who can help."
8. **Acknowledge the request's value**	"Your project sounds amazing, but unfortunately, I'm not able to contribute at this time."

Want A High-Res PDF Of This? Follow Chris Donnelly & Join His Step By Step Newsletter.

Feel Good Productivity

How to do more of what matters to you

Book by Ali Abdaal | Visual Memo by Karina Viola Stolz



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ATOMIC HABITS

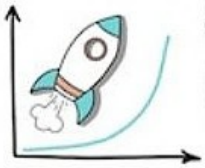
Tiny Changes, Remarkable Results

Book by James Clear, Visual Memo by Karina Stolz

Motivation is between boredom & failure.

Build Good Habits and Break Bad Ones

1% better on a daily basis means 37x better after one year. Because of the compound interest of habits.



Don't give up too early! The (positive) result of a **habit** only show after some time...

IDENTITY

Who do I want to be?

PROOF

What would this person do?

Great habits are an **INVESTMENT** in my future

Habits are not per se **BAD** or **GREAT** but **effective** in the long term for my target identity - or not

Visually tracking your habits shows your progress & keeps you motivated

»I feel **successful**« is the basis!

Analysis of the Status Quo: what are my current habits?

if X → then Y

My environment influences my behavior and what I perceive as "normal".

With what ritual could my new habit become something I look forward to?

A great habit is **obvious**

A great habit is **attractive**

CUE → problem phase → **DESIRE**

integrate it into the environment

Remove negative stimuli so that self-control & discipline become unnecessary

~~MUST~~ → **MAY**

What it's really about: I want to feel different!

solving phase → **REACTION**

Reduce effort & integrate it into daily routine

A great habit is **easy**

REWARD

The mere expectation of a reward induces an action!

ANTICIPATION

Dopamin is released in the brain

A great habit is **satisfying**

ACTION instead of ~~OCCUPATION~~

Success comes from repetition - not perfection!

What's the downsized **TWO-MINUTES-VERSION** of my habit?

DO IT!

©Karina Stolz

essentialism

THE DISCIPLINED PURSUIT OF LESS - A book by GREG McKEOWN

Visual Memo by Karina Stolz

» If YOU don't prioritize your life, someone else will! «

In today's society we have too many choices! We live in times of information & opinion overload!

Is your energy more like THIS or like THIS?

YOUR Energy

YOUR Energy

And you can't fit it all in! The essentialist knows that and chooses the few things that really matter.

1. essence

Choice is an ACTION! (...and not a thing)

REMEMBER THIS:

You always have a choice! Noone can take it away from you!

& there's always a trade-off!

LESS but BETTER

My actions don't matter...

giving up

becoming hyperactive

I have to do it all...

An essentialist has learned to distinguish between unimportant & truly important

The Nonessentialist thinks he/she can do it all. The essentialist is aware of the trade-off and asks what he/she can go big on.

2. explore

how can this be learned?

other fields

context

topic

see the BIGGER picture

... and don't loose yourself in the details

essentialists listen to understand, Nonessentialists listen to answer

CREATE space

to read

to focus

to think

Journaling helps you to get a different point of view & to cut out the noise

SLEEP & PLAY are essential for our abilities & creativity

when you make a decision ask yourself this:

» Do I absolutely love this? «

3. eliminate

cut LOSSES & break free from bias traps, e.g. the sunk cost bias

NO

Yes!

The essentialist is comfortable with saying „No", doesn't confuse relationship with request & accept that they can't be liked by everyone all the time.

What do you REALLY want?

When you truly answer that question for yourself and stick to it, it eliminates so many decisions that have nothing to do with it!

Don't solve other people's problems for them. So they never learn it themselves...

leave out the irrelevant!

Make it as concrete & inspirational as possible!

4. execute

the essentialist starts small & celebrates progress

EXPECT the unexpected

and create buffers for the unforeseen. because something always comes up...

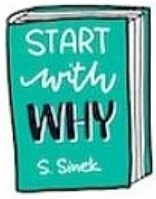
+50% Buffer

1. Be clear on the outcome

2. List the obstacles

3. Remove obstacles that are slowing you down!

ROUTINES help you to find your flow & make it seem effortless



START WITH WHY

How great leaders inspire everyone to take action – Simon Sinek

Visual Memo by Karina Stolz

This is the concept of the golden circle

It helps to understand why we do what we do

it's related to how our brains work & how organizations are designed

I'm a creative person that challenges the status quo

I want a great computer for organizing my work & communicating with clients

The limbic system is responsible for decision-making & "gut feelings". Justifying those decisions happens then in the neocortex. By speaking about WHY, companies create a loyal customer base because they address feelings & desires and not only talk about benefits & features.

Information DOESN'T DRIVE behavior

Everything we do is about challenging the status quo!

NOT: we sell great computers!

Apple & HARLEY-DAVIDSON MOTOR CYCLES are great examples for brands that not only sell products but a feeling

THE GOAL OF BUSINESS

find people who believe what you believe*

Focus on those people and don't try to sell to anyone who wants what you offer. The ones that buy from you for your why perceive greater value in what you do

Customer loyalty is never about the brand! It's deeply personal & about the customer!

ACHIEVEMENT comes with attaining WHAT you want.

Success comes with pursuing WHY you want it!

* left side of the bell curve

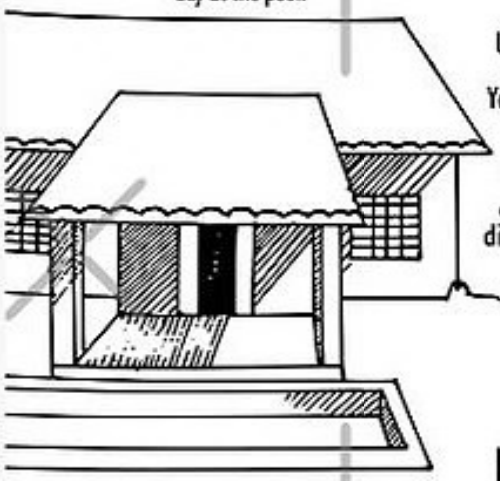
THE PSYCHOLOGY OF MONEY

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.



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.

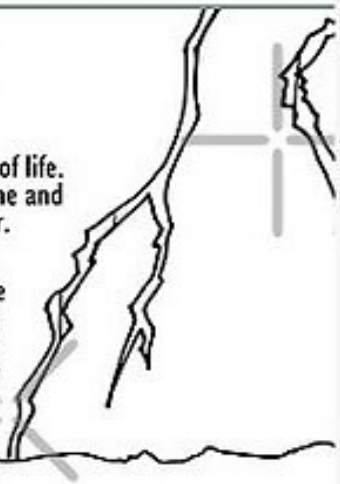
" Beware taking financial cues from people playing a different game than you are."

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."



NO ONES'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."

THE SEDUCTION OF PESSIMISM

Sometimes it's sunny. Beware of pessimism.

"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."

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."

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."

FREEDOM

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

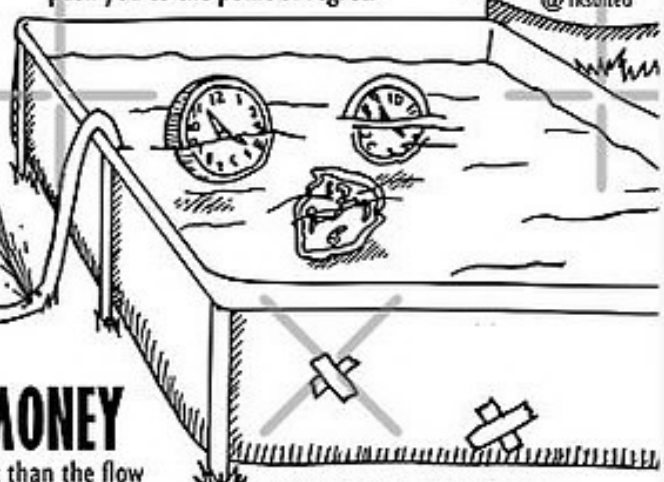
The highest form of wealth is the ability to wake up every morning and say, "I can do whatever I want today."

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

NEVER ENOUGH

Know the edge of your pool.

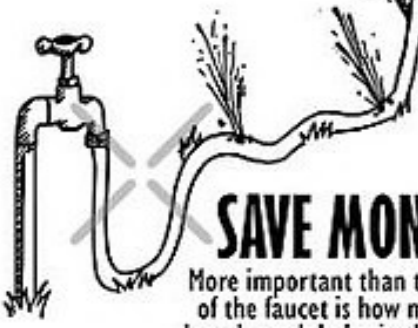
"Enough is realizing that an insatiable appetite for more will push you to the point of regret."



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."



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."

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."

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."

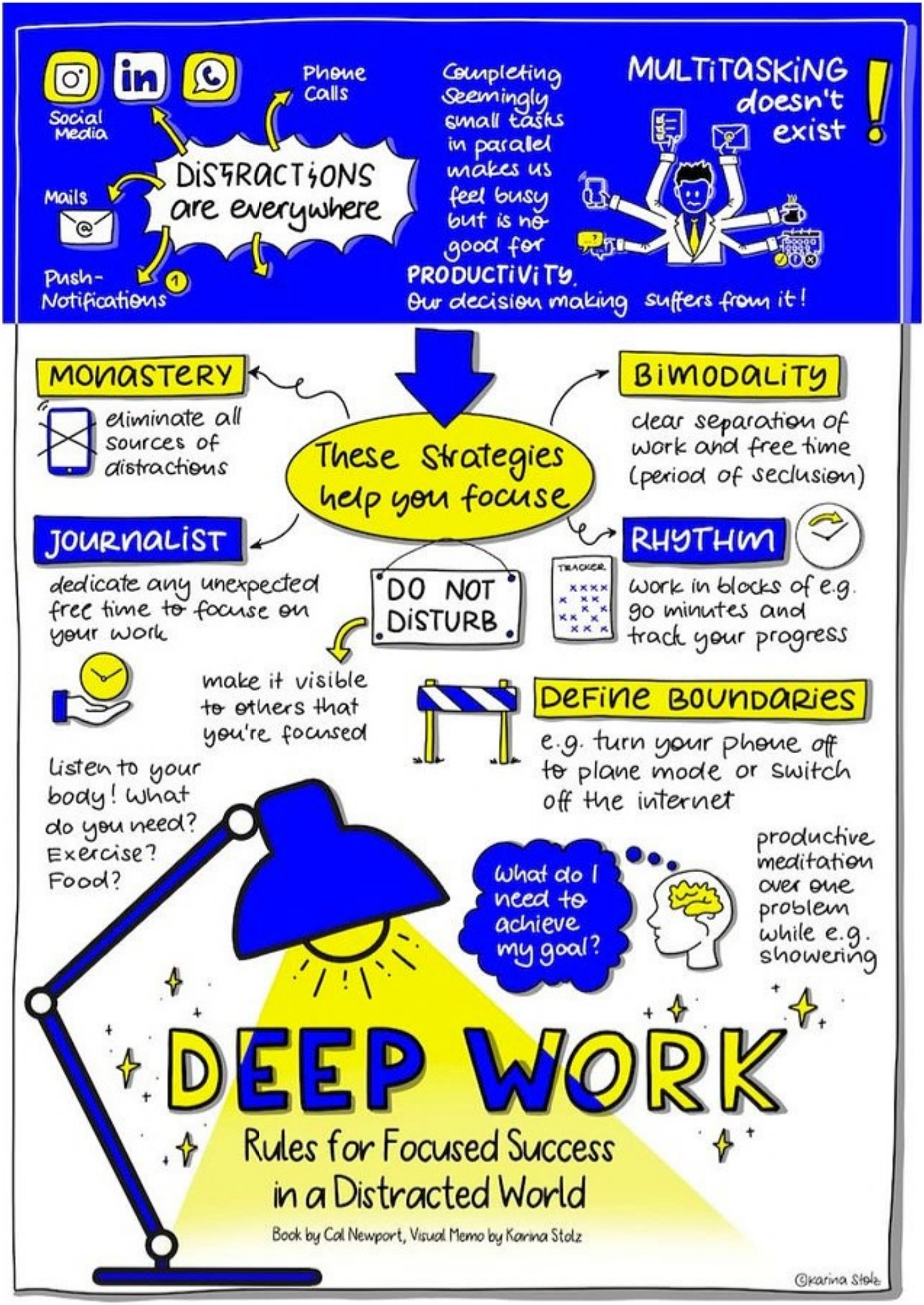
CIGAR BUTTS

"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."


Social Media
Phone Calls
Mails
Push-Notifications
DISTRACTIONS are everywhere
Completing seemingly small tasks in parallel makes us feel busy but is no good for PRODUCTIVITY. Our decision making suffers from it!
MULTITASKING doesn't exist!
These Strategies help you focuse
MONASTERY
eliminate all sources of distractions
BIMODALITY
clear separation of work and free time (period of seclusion)
JOURNALIST
dedicate any unexpected free time to focuse on your work
DO NOT DISTURB
make it visible to others that you're focused
RHYTHM
TRACKER
work in blocks of e.g. 90 minutes and track your progress
DEFINE BOUNDARIES
e.g. turn your phone off to plane mode or switch off the internet
Listen to your body! What do you need? Exercise? Food?
What do I need to achieve my goal?
productive meditation over one problem while e.g. showering
DEEP WORK
Rules for Focused Success in a Distracted World
Book by Cal Newport, Visual Memo by Karina Stolz
©karina Stolz

Thinking, FAST AND SLOW

think twice!

People act irrationaly

Book by Daniel Kahnemann, Visual Memo by Karina Stotz

There are two systems running in our brain that control our behavior

But this has nothing to do with the right/ left hemisphere or an area of the brain...

Fact-based discussions and informed decision-making instead of ~~half-knowledge~~

System 1

Emotion

intuitive

unconscious

neglectful of facts

The law of least effort applies here

I think that task is easy to solve...

is influenced by Priming

SYSTEM 2

STATISTICS

RATIONAL

CONSCIOUS

QUESTIO-NING

Assistance with forecasts

which statistical **BASE RATE** and which **AVERAGE** is the task based on?

I think the task is complicated!

then our System 2 is activated

I think this person is competent/ nice/ ... *

Halo-Effect

*although I hardly know anything about him or her

How we assess the risks depends on how the probability of occurrence is formulated

0,01 % vs. 1 out of 10.000 people

Experiencing Self vs. Remembering Self

How does it feel right now?

How was it overall?

overrated in our memory

Questions we should ask ourselves to make better decisions:

Do I have enough **INFORMATION** to answer the question?

What **STATISTICS** is the question based on?

This work represents a visualized summary of the referenced book by Daniel Kahneman. It is not to be sold by the author or the publisher of the book.

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How to Win Friends & Influence People

Book by Dale Carnegie, Visual Memo by Karina Viola Stolz

Give others a **Smile**
– your mood will rise and so will theirs

Don't openly confront others with their **error**, but subtly mediate your refutation

"I think that..."

~~"It's cristal clear that..."~~

If you want someone to **change** their behavior, praise instead of criticize

Emphasize **common ground** when you want to change others' minds – and be friendly

Make your counterpart feel **important** and express your appreciation

"Thanks!"

"I'm sorry"

Admit **mistakes** openly – showing weakness can defuse a situation

Avoid **arguments** – and if it comes to that anyway, listen openly to what they have to say about it

Memorize the **name** of the person opposite you and repeat it as often as possible

Start **criticism** with sincere praise

"and"

~~"but"~~

Give the other person your undivided **attention**

Find out what **interests** the people around you and steer conversations towards it

Ask **questions**

This work represents a visualized summary of the referenced book by Stanford Dodd. It is not an offer by the author or the publisher of the book.

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Book by Greg McKeown, Visual Memo by Karina Stolz

Effortless

Make it easier to do what matters most

vs.

effortless state

What do I choose?

Past | Now | easy | Hard

How can I make this easy?

Find your RHYTHM of performance

60-90 min | 60-90 min | 60-90 min

What's simple, easy & valuable?

The most valuable present you can give to someone else is your undivided attention. This creates strong relationships!

EXHAUSTION

REST is essential for my energy level!

Only do the amount of work that you can recover from in the same time period.

effortless action

DONE for the day

What does DONE look like? What outcome do I want?

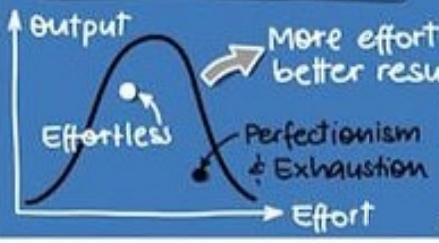
DONE is better than PERFECT!

Making mistakes along the way is what progress looks like! The more you try out, the faster you get better! Start with a zero draft.

DO IT NOW!

And what's the minimum effort required?

Try less. Accomplish more.



1.

What's my very FIRST STEP?

effortless results

Again and again.

Repeat your desired output.

In order to make others understand what you're saying: make it easy & wrap it in a story.

READ MORE!

READING classics & summarizing them in your own words is an activity that delivers amazing results to you.

INTEGRITY
INITIATIVE
INTELLIGENCE

Our brain works like a computer. Every decision you make requires energy.

METHOD VS. PRINCIPLE

©karina Stolz

THINK AGAIN

How to get others to change their mind

Book by Adam Grant, Visual Memo by Karina Stolz

Our world is constantly changing, so we need to adapt our ability to (re)think

It's about asking the right questions!

helping people to find their own reasons to rethink is much more effective than telling them what to think!

Hmm...

There are two kinds of conflict

Relationship-based (dislike and emotions)

Task-based (approach and methods)

arguments hold the opportunity to do things differently (and better)!

debating over tasks doesn't mean you don't get along well - quite the contrary

high-performance teams debate a lot over tasks!

How to deal with ignorant beliefs?

encourage to go back to the root of a belief

what would I think if I was born in a different family?

give people the opportunity to save face & to choose freely

The binary bias let's us think that there's just two sides - but there are many opinions to choose from

vs.

complex issues!

Admitting that you don't know something (yet) doesn't diminish your self-confidence.

It only shows your humility and openness to learning new things!

I might not know what I don't know...

adapting their view, based on (new) incoming data

curious about what they don't know (yet)

testing theories

asking questions

relying on evidence

The best negotiators do this:

1. finding common ground
2. focus on few argument(s)
3. Train yourself to think like a SCIENTIST

rather than preaching your point of view

For organizations & teams to (learn to) rethink, psychological safety is key!

This work represents a visualised summary of the referenced book by Adam Grant. It's not an edit by the author or the publisher of the book.

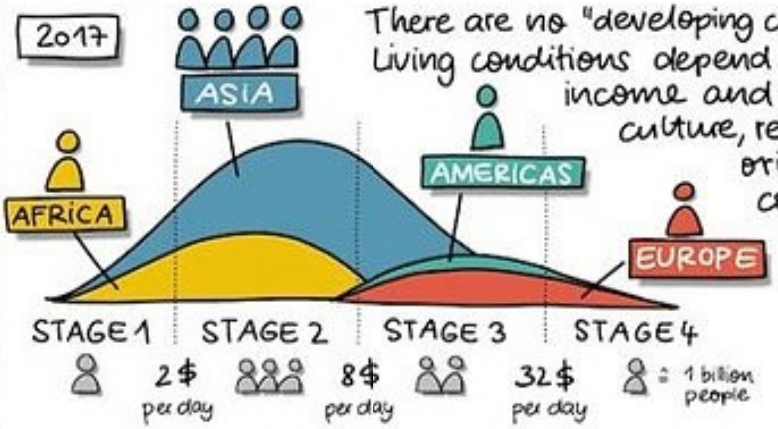
©Karina Stolz

FACTFULNESS

10 reasons we're wrong about the world – and why things are better than you think

Book by Hans Rosling, Anna Rosling Rönnlund & Ola Rosling | Visual by Karina Vilela Stolz

2017



There are no "developing countries". Living conditions depend on daily income and not on culture, religion, origin or country.

The instinct to generalize tempts us to form sweeping categories. This is simple but **WRONG**

There are always extremes, but interpreting those is not very meaningful.

Fear is subjective and a bad advisor. To avoid living in a state of constant alert, we need to correctly assess the risk

Terrifying ≠ Dangerous

CO_2

Urgent | Important | Either | Or

It's your fault!

Blame prevents us from finding solutions. Systems before individual achievements

Cultures and nations are changeable and not static. The current world order can change significantly over the next few decades

is the key DATA

Individual numbers take on meaning when they are in relation to other numbers

64 1 500 28 7

Something can be **BETTER** and **BAD** at the same time!

A fact-based world view provides more serenity and **HOPE**

through small, continuous advances. **CHANGES**

Do you want to change the **WORLD**? Then learn to understand it!

The world cannot be understood without numbers but neither with numbers alone

When your only tool is a hammer, you'll see a nail in every problem.

Expand your toolbox with the suggestions and ideas of others & stay curious about new knowledge.

To understand a development, we need to understand the mathematical curve. It requires at least three data points!

I know that I know nothing!

This work represents a visualized summary of the referenced book by Hans Rosling. Credit: It's not my idea by the author or the publisher of the book.

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What are your **Goals and Dreams**

be as precise as possible!

Write it down and read it aloud at least once daily.

On [date] I want to achieve [goal] and have [amount of money] on my bank account.
I will do [action] in order to reach it.

every Day

that's the power of auto-**SUGGESTION**

a dream is something you think of but don't take action towards. It's so much more **POWERFUL** to turn your dreams into concrete goals!

What do I have a burning desire for?

Let your dreams be more than just a castle in the sky!

My thoughts can be transformed into the reality

I can reach my goals

I believe in myself!

Start to think of yourself as a lifelong learner. Which hasn't always to do with an academic degree but more with acquiring the right knowledge & experiences.

WHO can I learn from & **where**?

The very first step is **IMAGINATION**

creative VS. synthetic

rearranging ideas & composing sth. new

What would the members of my selected brain-trust say?

Book by Napoleon Hill

THINK & GROW RICH

Visual Memo by Karina Stolz

Wealth & Riches are almost always the result of imagination and persistence

Have **faith** in your abilities!

It's essential to really know your **STRENGTHS** & weaknesses

an honest self-analysis can help with that

Feed your subconscious with all the positive vibes & impulses as possible

love joy enthusiasm

YOU CAN DO THIS.

Be persistent & take actions continuously – no matter what obstacles get in your way!

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THE SEVEN HABITS
of highly effective people

Book by Stephen R. Covey, Visual Memo by Karina Stolz

WIN-WIN-PRINCIPLE

Think about what could be a benefit for your counterpart to pay into your relationship-account. Apologize for withdrawals.

You need to start with yourself!

Universal principles:

- Justice
- Honesty
- Integrity

CHARACTER before BEHAVIOR

questioning the values system, setting a deeper moral compass

unfortunately only superficial manipulation using simple tools

often requires a paradigm shift

Paradigm

subjective perception of what is happening around me

FIRST THINGS FIRST

UNDERSTANDING

before you make yourself understood

QUESTION? Opinion!

"When listening, many people do not intend to understand, but to respond."

what I can actively influence

what I cannot influence

PRO-ACTIVITY

Differences hold the potential for a collaborative approach

by treating others with openness and respect

SAW SHARPENING

Take care of your physical, mental, emotional, social and spiritual well-being!

CREATING SYNERGIES

USING VISUALIZATION

Know at the beginning where you want to end up. Use the power of visualization and save time when implementing your goals. A mission statement helps you to become clear about the kind of person you want to be.

This work represents a visualized summary of the reference book by Stephen R. Covey. It can be edited by the author or the publisher of the book.

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GOOD TO Great

Why some companies make the leap ... and others don't

Book by Jim Collins – Visual Memo by Karina Stolz

There are potential Level 5 Leaders in your company!

With the right people you don't need paralyzing bureaucracy

Leadership does not begin just with vision.

NOT TO DO vs. TO DO

If you're great at what you do, you'll have many "once in a lifetime opportunities"

Successors | results | system

A Level 5 Leader cares about what she builds – NOT what she gets.

Sticking with the hedgehog concept – no matter what...

Does it fit?

CULTURE OF DISCIPLINE · ROLE OF TECHNOLOGY

DISCIPLINED ACTION

Technology is only an **accelerator** and a tool.

CRAWL ▷ WALK ▷ RUN

LEVEL 5 LEADERSHIP · WHO BEFORE WHAT

DISCIPLINED PEOPLE

- humble
- modest
- brave

look inside the company

TRUTH AND FAITH · BE A HEDGEHOG

DISCIPLINED THOUGHT

Create a climate where there's open & honest dialogue & debate about **what's really going on**.

Wells Fargo

Gilette

Kimberly-Clark

Don't motivate – stop demotivating!

What's the **one thing** you can be the best at – in the whole world?

Questions instead of answers

Once the **right people** are in **right seat**, let them work on the biggest **opportunities**.

focus on that!

your Passion

what you get paid for really well

inner potential & character is more important than skills or specific knowledge!

Be patient!
It might take some years to figure it out. And it's an iterative process!

Transformation doesn't happen over night!

Becoming a great company is not one single action/innovation/moment/leader/...

Results

Momentum

Alignment

Becoming great is a **choice**!

GE Coca-Cola Intel

1985 ····· Stock development ····▸ 2000

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ATOMIC HABITS

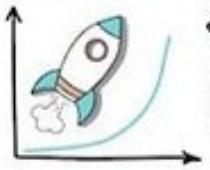
Tiny Changes, Remarkable Results

Book by James Clear, Visual Memo by Karina Stolz

Motivation is between boredom & failure.

Build Good Habits and Break Bad Ones

1% better on a daily basis means 37x better after one year. Because of the compound interest of habits.



Don't give up too early! The (positive) result of a **habit** only show after some time...

IDENTITY

Who do I want to be?

PROOF

What would this person do?

Great habits are an **INVESTMENT** in my future

Habits are not per se **BAD** or **GREAT** but **effective** in the long term for my target identity - or not

Visually tracking your habits shows your progress & keeps you motivated

»I feel **successful**« is the basis!

Analysis of the Status Quo: What are my current habits?

if X → then Y

A great habit is **obvious**

My environment influences my behavior and what I perceive as "normal".

With what ritual could my new habit become something I look forward to?

A great habit is **attractive**

CUE → problem phase → **DESIRE**

integrate it into the environment

Remove negative stimuli so that self-control & discipline become unnecessary

~~MUST~~ → **MAY**

What it's really about: I want to feel different!

Solving phase

REACTION

Reduce effort & integrate it into daily routine

A great habit is **easy**

REWARD

The mere expectation of a reward induces an action!

A great habit is **satisfying**

ANTICIPATION

Dopamin is released in the brain

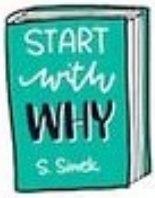
ACTION instead of ~~OCCUPATION~~

Success comes from repetition - not perfection!

What's the downsized **Two-Minutes-Version** of my habit?

DO IT!

©karina Stolz



START WITH WHY

How great leaders inspire everyone to take action – Simon Sinek

Visual Memo by Karina Stolz

This is the concept of the golden circle

It helps to understand why we do what we do

it's related to how our brains work & how organizations are designed

I'm a creative person that challenges the status quo

I want a great computer for organizing my work & communicating with clients

The limbic system is responsible for decision-making & "gut feelings". Justifying those decisions happens then in the neocortex. By speaking about WHY, companies create a loyal customer base because they address feelings & desires and not only talk about benefits & features.

Information DOESN'T DRIVE behavior

Everything we do is about challenging the status quo!

NOT: we sell great computers!

Apple & HARLEY-DAVIDSON MOTOR CYCLES are great examples for brands that not only sell products but a feeling

THE GOAL OF BUSINESS

find people who believe what you believe*

Focus on those people and don't try to sell to anyone who wants what you offer. The ones that buy from you for your why perceive greater value in what you do

Customer loyalty is never about the brand! It's deeply personal & about the customer!

* left side of the bell curve

ACHIEVEMENT comes with attaining WHAT you want.

Success comes with pursuing WHY you want it!

THE 4-HOUR WORK WEEK

Escape the 9-5, live anywhere and join the New Rich

Book by Tim Ferriss, Visual Memo by Karina Stolz

Definition

What excites you?

What are you afraid of?

For the **New Rich**, it's not only about money! It's more about taking control of your life and creating multiple options.

They don't postpone their life goals until [senior partnership / IPO / retirement] but find a way to **DO IT NOW!** & **dream BIG**

Elimination

Everything takes as long as you make time for it

Limit tasks to the Important

Shorten work time

~~How are you?~~ (work related!)

How can I help you?

Which 20% cause 80% of your **PROBLEMS** and which your **happiness**?

Select the information you consume carefully!

NEWS

Check e-mails only 1 x per day! (batching)

Automation

Virtual Assistants free your time so that you can focus on your goals

DELEGATE only tasks that can't be automated or eliminated!

Choose something that generates cash flow without consuming time.

scalable

1. **NICHE** (min. 50 customers)
2. **PRODUCT** (Brainstorm before invest!)
   - Resell
   - Create
   - License
3. **MICRO-TEST**

Liberation

There are two recurring components on the question **What do I enjoy?**

SERVICE & LEARNING

(local) volunteering

Languages, Sports, Skills, ...

The real goal:

Mobility & FREEDOM

(if that's what you want)

©Karina Stolz

SOLVE ANY PROBLEM

5 Mental Models Every CEO Should Master

1. PRE-MORTEM ANALYSIS

How to use it:

- Spot failure points before they happen.
- Organize them on the matrix.
- Refine your plan to reduce risk and sharpen execution.

When to use it:

Launching a product, rolling out a strategy, or presenting to your board.

2. THE 5 WHYS FRAMEWORK

Uncover the real reason behind recurring problems—fast.

PROBLEM	We missed our revenue target this quarter.
WHY 1	Sales came in 20% below forecast.
WHY 2	The new product failed to gain traction.
WHY 3	Our marketing didn't connect with the right audience.
WHY 4	We launched without validating the messaging.
WHY 5	We prioritized investor optics over go-to-market readiness.

How to use it:

Ask "why" five times in a row to uncover the root cause.

When to use it:

You're dealing with recurring performance problems.

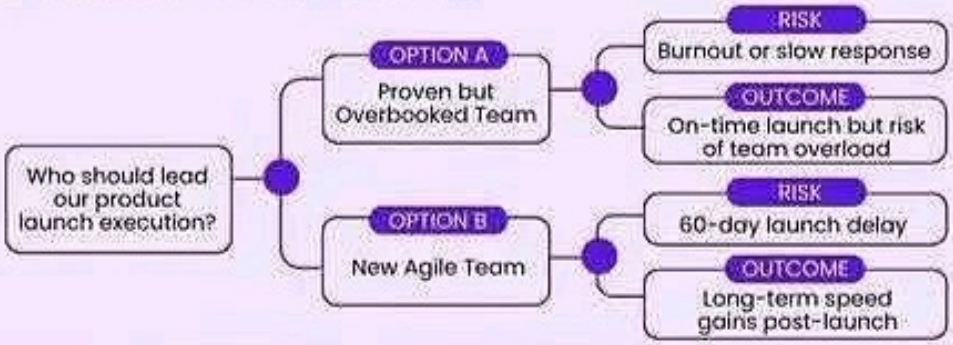
3. DECISION TREE ANALYSIS

How to use it:

- Draw out each decision path.
- Attach outcomes, risks, and potential returns.
- Select based on clarity.

When to use it:

You're making complex decisions with multiple variables or trade-offs.



4. RAPID SWOT

How to use it:

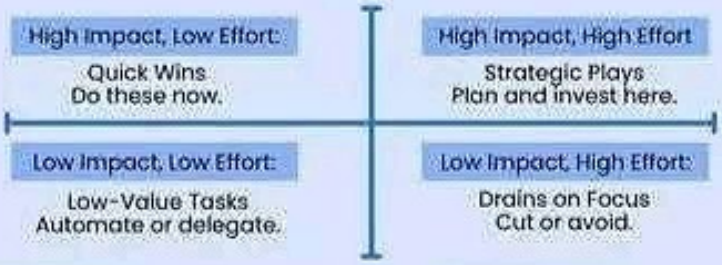
Answer each of these questions.

Strengths What are we doing well right now?	**Opportunities** Where can we grow or win quickly?
Weaknesses What's holding us back?	**Threats** What risks or disruptions are on the horizon?

When to use it:

You're realigning strategy, pitching investors, or refining your positioning.

5. IMPACT VS. EFFORT MATRIX



How to Use It:

- Map by impact vs. effort
- Prioritize high-impact actions
- Cut, automate, delegate others

When to use it:

Resources are stretched, and you need clarity on what drives results.

MASTER THE ART OF SAYING NO (FOR FOUNDERS & CEOs)

From The CEO Accelerator by Eric Partaker

WHEN TO SAY NO	HOW TO SAY NO
When It Doesn't Align With Your Vision or Goals	I'm focused on initiatives that support our top priorities. Let's revisit this if it becomes a better fit.
When Your Schedule is Already Packed	My calendar is fully booked right now. Let's look at this again when I have more bandwidth.
When You're Invited to an Event You Can't Attend	Thank you for thinking of me! I have another commitment, but I truly appreciate the invitation.
When You're Operating at Capacity	I'm stretched thin at the moment. Could someone else on the team take ownership of this?
When It's Not in Your Zone of Genius	This falls outside my area of focus. Let me connect you with someone who's better equipped for this.
When It's Not CEO-Level Work	This seems like a task better handled by someone else on the team. Let's delegate this to ensure it gets the attention it deserves.
When You Don't Have Enough Information	I'd need more context and clarity on the goals before I can give this my full support.
When It's Not Worth the Trade-Off	I don't think this delivers enough value to justify the time and resources. Let's prioritize initiatives with bigger impact.
When Timelines Aren't Realistic	This timeline is too tight to deliver quality results. Let's look at a more realistic schedule.
When It Compromises Personal Boundaries	I'm committed to maintaining balance to ensure I can perform at my best. Let's discuss this during my working hours.

The Psychology of Money

- Morgan Housel

Understanding Wealth

Saving vs. Earning

True wealth is the money saved and not spent. Flaunting wealth often depletes it, while saving builds financial security.

Many people who earn far above-average salaries live paycheck to paycheck.

Takeaway: Prioritize savings over displays of affluence.

Compounding is Key

Small sums invested into the market can grow to huge amounts over time. A **small but consistent** saving/investment rate can create significant wealth.

Stay the Course

Buffett has invested since he was 10. And his 20s had the best returns.

Still, **99% of Buffett's net worth** came after his 50th birthday.

If you save and invest, you are doing your part.

Let compounding and time to the rest.

Lifestyle of the Poor vs. Wealthy

Avoid Lifestyle Inflation

Most people **increase their spending as their income rises.** This creates financial stress and limits long-term wealth-building.

Takeaway: Salary Increase -> Increase your **savings rate** more than your lifestyle

Freedom and Time

Poor people make money to buy fancy things like cars or jewelry.

Wealthy people make money to have more freedom and time.

Income ≠ Wealth

What both of the above points are getting at is that income doesn't automatically lead to wealth.

It's crucial what decisions you make when spending (or better, saving and investing) the money.

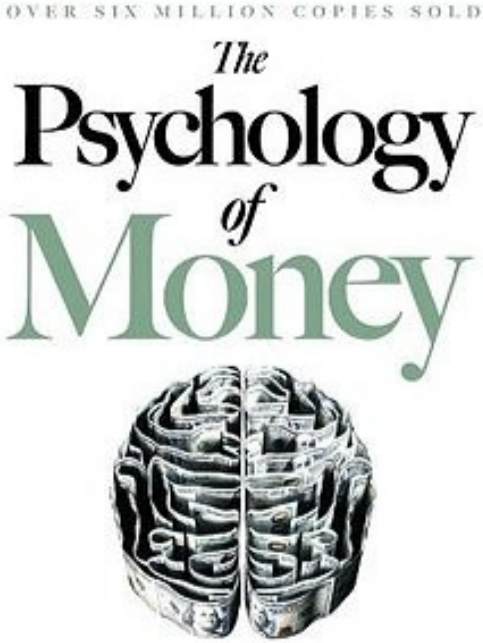
Your Financial Goalpost

To prevent falling into the "Lifestyle Trap," one can set explicit goals and create a plan to achieve them.

Ask:

"If I want X amount of money to retire and have Y amount of money today. I can probably contribute Z. So what rate do I need to compound at to get there?"

OVER SIX MILLION COPIES SOLD



TIMELESS LESSONS ON WEALTH, GREED, AND HAPPINESS

MORGAN HOUSEL

"One of the best and most original finance books in years."
—JASON ZWEIG
Wall Street Journal

Personal Experiences

Unique Experiences

People make financial decisions based on what they've lived through, **not** on **abstract facts or theories.**

For example, someone who grew up during a recession might be more risk-averse than someone who **experienced** a booming economy.

No Universal Way to Handle Money

Because people's goals and life situations differ, what works for one person may not work for another.

Takeaway: **Avoid blindly copying** strategies that don't align with your values and circumstances.

Investing Lessons

Behavior vs. Skill

I focus on this a lot in my posts. A big chunk of investing success stems from your **behavior rather than skill.**

Humans run markets, and thus, human errors are everywhere. If you **control** your emotions, you are already way ahead of most.

Crucial Moments and panic

A handful of decisions can affect your entire investing "career."

If you panic sold in March of 2020, that could be a scar on your portfolio for the rest of your life.

Mental preparation and understanding our mental shortfalls can prevent such decisions driven by emotions.

Expect Volatility and Embrace It

Part of the mental preparation will be to accept and embrace volatility.

If you invest for decades, you'll likely experience some severe market crashes.

Learn to take advantage of them and turn moments like the March of 2020 into opportunities instead of threats.

Personal Risk Tolerance

In theory, it's easy to benefit from volatility and look back at old market crashes.

In practice, you need to know your personal risk tolerance.

If you take risks you're **uncomfortable** with, you'll make **mistakes.**

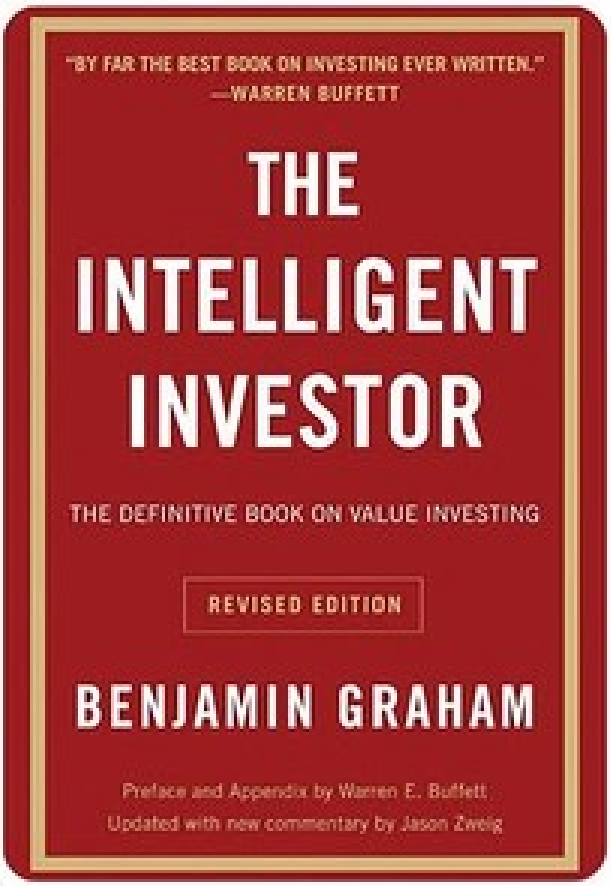
Avoid Forecasting

Markets are unpredictable, and attempting to time or predict them often backfires.

Lesson: Focus on what you can control, like diversification and costs, rather than trying to outguess the market.

The Intelligent Investor

Benjamin Graham



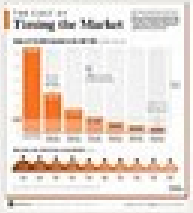
Understanding Investing

Buy Companies, Not Stocks

People who buy stocks make decisions based on short-term price movements. Investors buy companies based on fundamental developments.

Don't Time the Market

People who buy stocks make decisions based on short-term price movements. Investors buy companies based on fundamental developments.



Invest Long Term

Quick gains and quick losses balance each other out for most investors.

Instead, achieve the long-term goal of building wealth by long-term investing.

Practical Investing Lessons

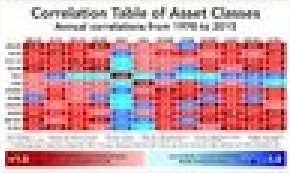
Intrinsic Value & Margin of Safety

A Margin of Safety exists when you buy a company below its intrinsic value, which is the actual value of a company based on its fundamentals.

It often differs from the stock price. The higher the discount to intrinsic value, the larger your margin of safety.

Diversification

Diversification is the idea of investing your capital in multiple and unrelated assets. Thus reducing risk and minimizing the impact of any single investment



Psychological Factors

Patience and Calmness

The modern stock market and news are created to trigger investors. Make them buy and sell to **generate** volume and **fees**.

Most successful investors cut themselves off Wall Street to prevent the noise from influencing them.

Successful investing is about patience and a cool head.

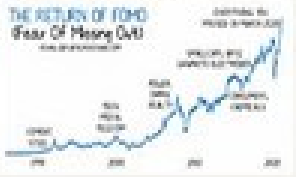
The Most Dangerous Emotions

Fear and **greed** are the most dangerous emotions.

The fear of holding a falling stock or the fear of missing out (**FOMO**) on the next big thing. The envy when others perform better. Or additional greed when things go well.

Avoid these emotions by having clear investing processes and ideas of intrinsic value.

Herd Mentality



Contrarian investing **doesn't** guarantee success.

But herd investing sooner or later guarantees **failure**.

Understanding Markets

Mr. Market Analogy

View the market as an emotional business partner who offers you stocks daily. On some days, he's **optimistic**: on others, he's **pessimistic**.

Avoid his mood swings. Have an idea of intrinsic value and then buy shares when Mr. Market is pessimistic again and sells them **cheap**.

The 2 Types of Investors

1. **Defensive** Investors
2. **Enterprise** Investors

Defensive investors aim to protect their capital from losses, generate decent returns, and minimize volatility and frequent decisions. (Today: Index Investors)

Enterprising investors manage their portfolios actively. They do not take more risks than defensive investors but invest more in stock selection.

Personal Skills

Circle of Competence

The circle of competence concept suggests focusing investments within areas you thoroughly understand.

By staying within this "circle," investors reduce mistakes and improve decision-making based on knowledge and expertise.

Continuous Learning

Investing is a game in which continuous learning is a prerequisite for success. Charlie Munger personified this trait.

Why is it so important? Well, you want to stay within your circle of competence, but this circle should get larger over time, offering you more opportunities.

Thinking, Fast and Slow

Daniel Kahneman

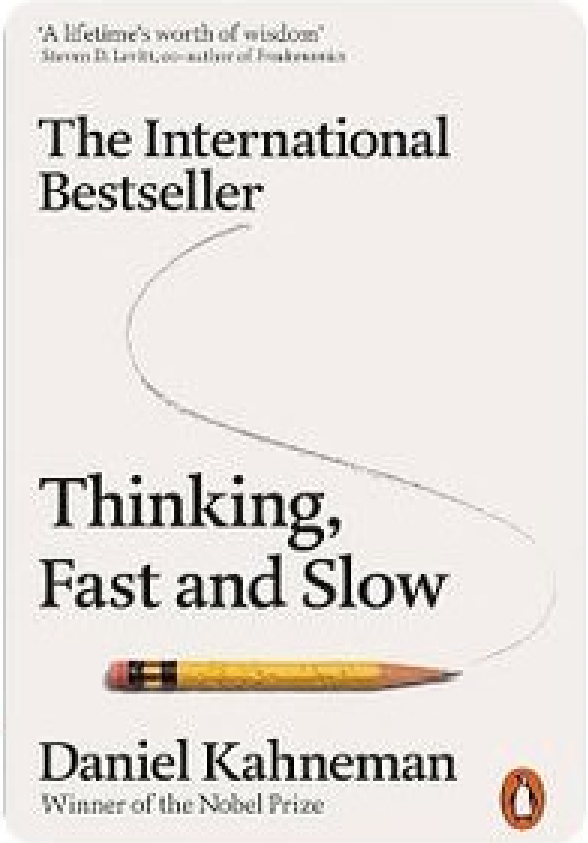
System 1

Fast and Intuitive. It operates automatically with little to no effort or voluntary control

System 2

Slow and lazy. It only operates when activities demand it. It needs effort but is far less error-prone.

Human susceptibility to biases is due to the more frequent use of System 1. It is responsible for most of the decisions we make in our day-to-day life.



Overcoming Biases

How can we defend ourselves from making irrational decisions due to our programming?

Systemizing

The best thing you can do is to systemize important processes.

Use checklists to research, value, and invest in stocks.

Avoid Emotional Reactions

Once we categorize a topic as emotional, we cannot see clearly anymore.
Try to realize upcoming emotions when you read about anything.

Are they justified or an overreaction?

Slow Down, Use System 2

Take a step back. We make countless decisions in a rush without a need to do so.

Stop back and let System 2 work on the problem.

Why does System 1 trick us?

Cognitive Ease

A state of mind without doubt or unease caused by uncertainty. This is our desired state most of the time.

How does System 1 trick us?

WYSIATI

What You See Is All There Is. We only consider what we can see. We choose the side of the story we know. We don't even want to hear the other side. We would have to consider both arguments. We would be in doubt...

Priming Effect

Exposure to a certain stimulus subconsciously influences his or her response to a subsequent stimulus.

If you walk through a wine store and French music plays in the background, you are more likely to buy a French wine.

Recency Bias

We overweigh the importance of recent events over historic ones. This is one of the major memory biases. It's a reason for the cyclical behavior of markets.

How does it Affect our Investing?

Anchoring Effect

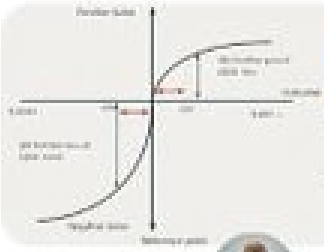
Causes people to favor information they received early in the decision-making process. Stock prices are a good example. If you first encountered Apple stock at $150, you'll unconsciously believe this was a fair price. Every price after that will be compared to $150.

Below $150 -> Cheap
Above $150 -> Expensive

Hindsight Bias

"I should've invested in it. I knew it would go up." Famous words after missing a rally.
In hindsight, things seem obvious. Out of every possibility, one played out. Looking back at it, it looked like the only probable outcome. But it wasn't.

The danger of this bias:
- Taking unnecessary risk the next time
- Chasing future rallies for the Fear of Missing Out



Loss Aversion

The tendency to prefer avoiding losses to acquiring equivalent gains.

It hurts more to lose $50 than it brings joy to win $50.

Margin of Safety

Seth A. Klarman

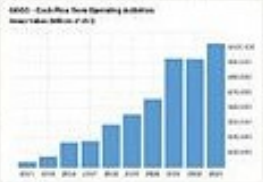
How Investors earn Money

3 Drivers of Stock Prices

1. Free Cash Flow generated in the business:

FCF growth is one of the main drivers of investment returns.

Some companies invest a lot, thus FCF is low, check OCF then ->



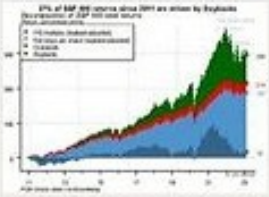
2. Increase in Multiples

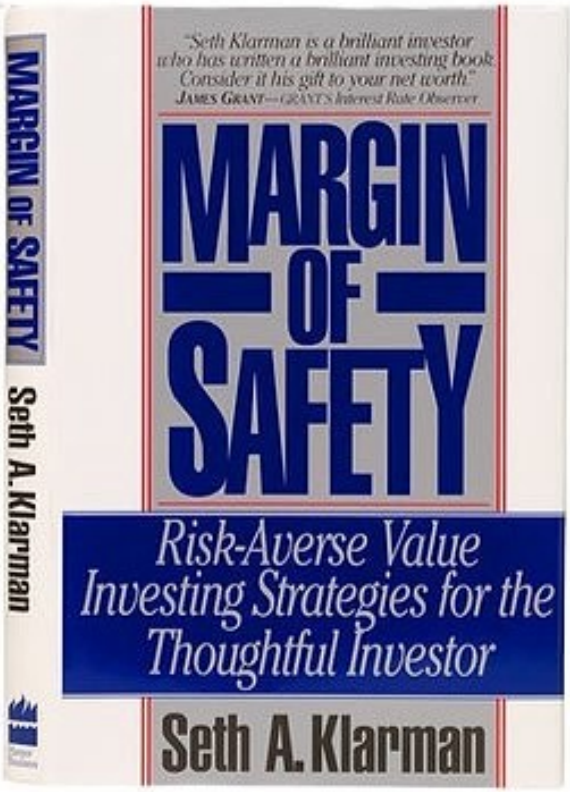
Even if earnings or FCF do not grow, if the **multiples increase**, you can still make good returns.

3. Capital Return

A third option are **buybacks** at the right time.

If the stock is cheap, buybacks can close the gap between price and intrinsic value.





Absolute vs. Relative Performance

Relative Performance is Misleading

Managers can outperform a market without making a profit. Imagine the market losing 10% and you losing 5%.

You beat the market, but in the end, you lost money. If the market loses over a longer period, this starts to matter.

Herd Behavior

The focus on outperforming the market causes pressure when you start falling behind in the short term.

Thus, investors match most positions and simply track the index.

This causes overpriced and overcrowded assets (and, ironically, eliminates the opportunity to outperform).

Focus on Absolute Performance

According to Klarman, an investor's **primary objective** should be to avoid losing money and ensure long-term capital appreciation.

With markets reaching new highs every year, this might sound like a fund manager's excuse, but when markets cool down eventually, outperforming might still mean bad returns.

Everlasting Investing Wisdom

Investor vs. Specualtor

Investors buy stocks to participate in the success of the underlying company.

Speculators buy stocks to participate in rising share prices.

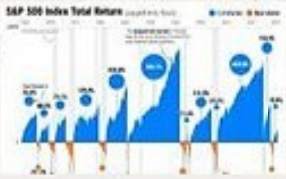
***Expert Note**: An investor's goal can also be a **quick trade**. However, based on a thesis on why the stock should appreciate. He **doesn't** just count on someone paying more.

Investment Fashion

There'll always be cycles of investment fashion and, just as surely, investors who are susceptible to them.

But they all come to an end eventually.

Spoiler:
It's **not** different this time.



Formulas Fail

Most investing formulas project the recent past into the future. None have been proven to stand the **test of time**.

Margin of Safety

Why We Need a Margin of Safety

Investing is a game of uncertainty and risk management. Great investors acknowledge that they don't know what will happen and account for this in their investing process.

They use a margin of safety to counter (likely) mistakes in their estimates for a company's future success.

The Idea

The core idea is to purchase assets at a price **well below their intrinsic value**. This discount provides a cushion or "margin" that protects the investor from inaccuracies in the valuation process or unexpected events that may negatively impact the asset's value.

The Difficulties

1. Figuring out the Margin
Option a) You can have a stable margin, say 30%, that you always use.
Option b) You adjust the margin depending on the individual company and risk profile.

2. Investor Sentiment:
It can take time to find investments that come with a MoS. Investors need patience and discipline to wait and avoid the temptation to invest at inflated prices and without sufficient margin to protect against errors.

Fooled by Randomness

- Nassim N. Taleb

The Past is Always Deterministic

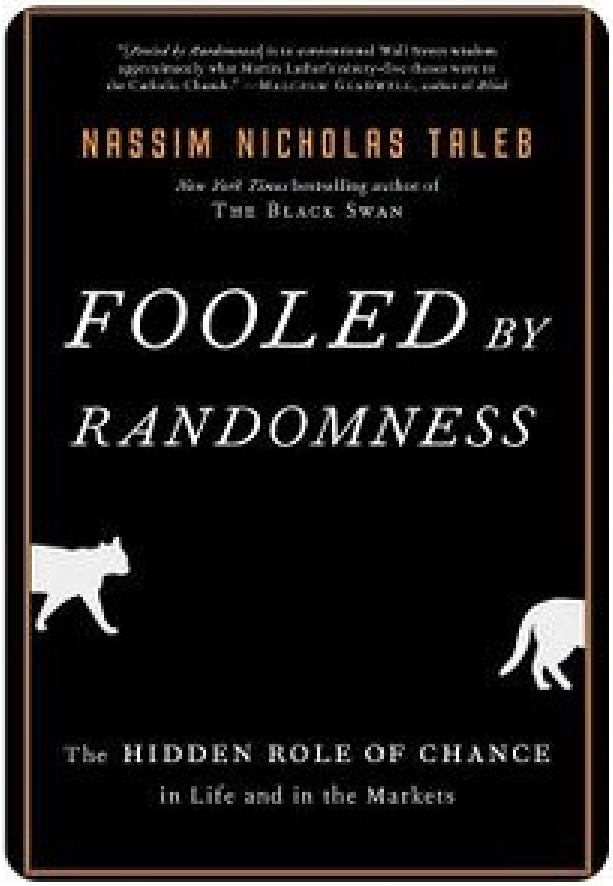
We overestimate what we knew at the time of the event due to subsequent information - this is called "Hindsight Bias"

Why?

Our brains are not made to analyze why things happen exactly. That takes time and is less relevant then what will happen next.

When you rate your investments, try to **assign vague probabilities** to scenarios.

That way, after the event took place, you won't be fooled into thinking it was obvious all along.



Study Alternative Histories

One of the most crucial things in investing is judging one's performance.

Two things matter most here - **Return and Risk.**

Most only look at the return (outcome), not the process (risk taken).

This is what causes the "Survivorship Bias."

What if a CEO saved his company by playing a round of **Russian Roulette** for money?

It might have worked, but would you trust the process again?

Black Swan

One of the most important things is to survive random catastrophes - a **Black Swan**

Always consider random catastrophes possible and figure out how to survive them.

Luck Mistaken as Skill

"There is one world in which I believe the habit of mistaking luck for skill is most prevalent – and most conspicuous – and that is the world of markets."

Markets are the perfect place to mistake luck for skill.

1. The "**real risk**" (not volatility) an investor took is impossible to know
2. Investing processes are opaque
3. There's an incentive to look skilled
4. Investors **want(!) to believe**

Probability and Skepticism

In reality, **probabilities aren't a mathematical problem** as they are in textbooks.

We don't know the different scenarios. We don't know any odds. So, it's not about solving a mathematical problem.

Instead, it's about **being attentive** to the fact that we don't know everything we would need to know.

We are **dependent on luck.**

In the investing context, this lesson will make us use a Margin of Safety!

Loyalty to Ideas

The world is everchanging. What's right today can be wrong tomorrow when the circumstances change.

Being married to ideas is a **safe way to an unsuccessful** investing career.

Opinions and ideas should change with the facts.

Have Limits

Investors win some and lose some.

That's part of the game.

But you should always know what **losses you can take** and when to sell.

Know your limits!

One Up On Wall Street

Peter Lynch

Small Investor vs. Institution

Advantages of Small Investors

1. Can buy Micro and Small Cap Companies
2. Can make his Own Decisions
3. Knows Local Businesses better (Customer Experience)
4. Can gather "non-Wall Street" insights
5. No Bureaucratic Constraints

SMALL vs BIG

Scuttlebutt Research

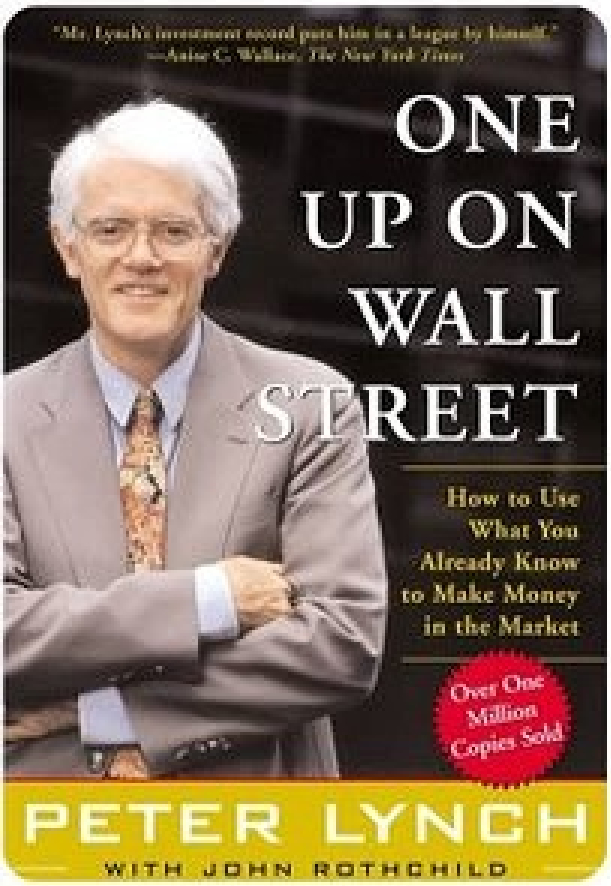
The scuttlebutt approach is originally from Phil Fisher.

It's about gathering information from employees, customers, competitors, and industry sources.

No Forced Selling

Many smart portfolio managers are limited by their client's mistakes. They're forced to sell in bad times and buy in good times.

So, they sell when it's cheap and buy when it's expensive. Individual investors aren't forced by anyone to do anything.



When to Buy; When to Sell

The 4 Stages of Cocktail Theory

Stage One: Interest in stocks is minimal, with most people ignoring the market; even discussing stocks feels unpopular.

Stage Two: Market sentiment is cautiously optimistic, but people still view stocks as risky and prefer other topics; only mild interest in the market.

Stage Three: Interest surges as more people invest and talk about stocks; everyone, even unlikely enthusiasts, asks for stock tips.

Stage Four: Enthusiasm peaks as everyone, including dentists and neighbors, offers stock tips; the market is overheated, signaling a potential decline.

Selling Positions

Investors need to have a precise idea of why they hold a stock and what are critical factors to the investment thesis.

In the best case, investors also have a rather precise idea of intrinsic value. Then, you sell when your thesis is broken or intrinsic value is reached.

What Companies to Invest in

Simple Companies

Most investors convince themselves to buy companies they do not understand. But **investing** in a company one doesn't understand is **impossible**. You can only **speculate** with them.

How to know if you understand a company?

The 2-Minute Drill

Elaborate in 2 minutes on how the company makes money, what will drive growth, and why it is cheap.

Explain it so simply that a child would understand.

Low Institutional Ownership

Companies with little to no ownership from institutional investors are less efficiently priced, offering more upside potential for individual investors.

Summary Characteristics

1. Micro or Small Cap
2. Strong Growth Potential
3. Low Valuation
4. Simple Business Model
5. Competitive Advantages
6. Low Institutional Ownership
7. Insider Ownership

The 6 Categories of Stocks after Peter Lynch

Slow Growers

- Mature, established companies
- Low growth rates
- Typically pay consistent dividends for steady income
- Limited upside, often chosen for stability and income

AT&T

Stalwarts

- Large, stable companies
- Moderate growth of 10-12% annually
- Resilient during economic downturns
- Reliable performers with more growth potential than Slow Growers

Johnson & Johnson

Fast Growers

- Small to Mid Cap companies
- Fast-growing at annual growth rates of 20-25%+
- High potential for significant returns if bought early in growth
- Risky when growth slows down

shopify

Cyclicals

- Companies whose performance is tied to the economic cycle
- Thrive in economic booms but struggle in recessions
- Timing is crucial: best to buy during low points in the cycle

Ford

Turnarounds

- Companies experiencing troubles or undergoing restructuring
- Potential for high returns if they successfully recover
- High risk but significant upside if turnaround is achieved

General Electric

Asset Plays

- Companies trading below the value of their assets (e.g., land, patents)
- Market may undervalue these assets, offering hidden potential
- Attractive if underlying assets have growth or resale potential

Brookfield Asset Management

The Most Important Thing

Howard Marks

The 4 Most Important Investing Rules

Relationship Between Price and Value

Great investments come from the disparity between price and intrinsic value.

No matter how great a company is, if the price is too high, it'll be a bad investment!

Intrinsic Value Estimate

The intrinsic value is the company's worth based on its fundamentals, not the stock price.

Without an idea of intrinsic value, you never know when a stock is cheap or too expensive.

Investing Defensively

One of Marks' main investing mantras is:

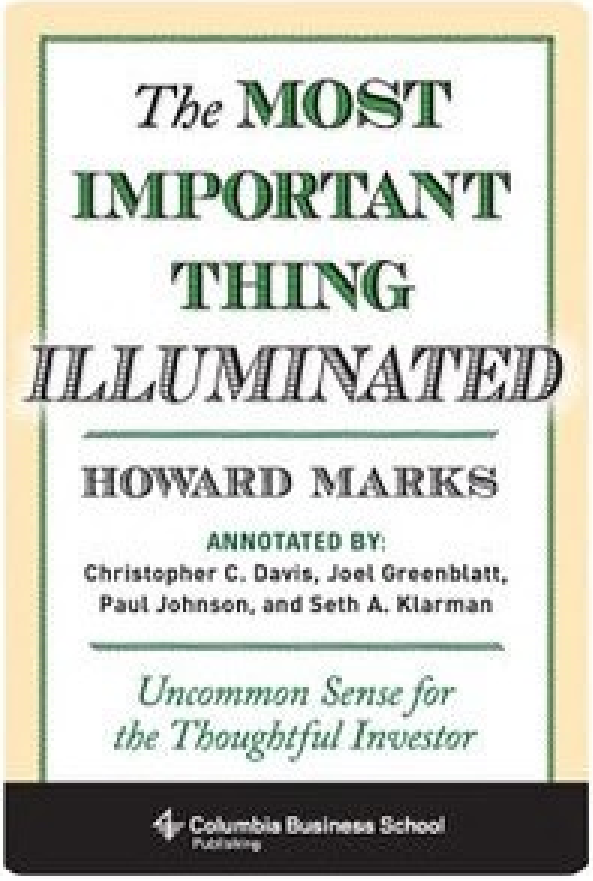
"If we avoid the losers, the winners will take care of themselves."

Contrarian Investing

Mr. Market

In large caps, only unpopular assets can be truly cheap.

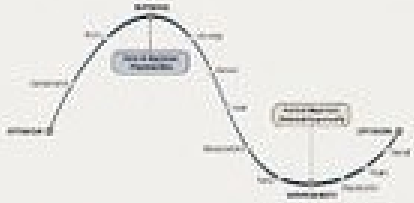
You buy from depressed sellers and sell to euphoric buyers.



Macro & Cycles

Using Market Cycles

Recognizing the cyclical nature of markets is essential. Being aware of where you are in the cycle helps to adjust your risk exposure and take advantage of irrationalities.



Predicting Macro

No one knows what will happen on a macroeconomic level. Look at this example of interest rates:

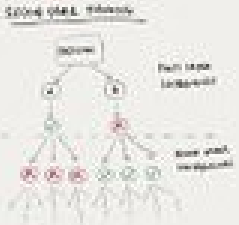
Learning: Focus on Micro!

Investor Psychology

Second-Level Thinking

Instead of thinking about first-level consequences, think about the second-level consequences.

Ask the question: "Then what?"



Recognizing Uncertainty

Accepting that the future is unknowable helps investors stay cautious and adaptable.

Even the experts don't know.

Be flexible and adjust your opinion and thesis when the facts change.

Overconfidence vs. Humility

Great investors stay humble and acknowledge what they don't know. Humility helps avoid overconfidence, which often leads to mistakes.

> *"Humility is an enormously important quality. You can't win without it. Survival in the end is where the winners are by definition, and survival begins with humility."*
> *- Peter Bernstein*

Understanding and Managing Risk

Understanding Risk

If you went to Business School, you know how they teach risk:

Risk = Volatility

It measures the range of price fluctuations over a period of time.

But this is **NOT** how investors should think about risk.

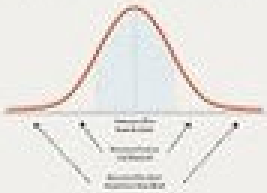
Instead, **Risk is the probability of a permanent loss of capital.**

Understanding Uncertainty

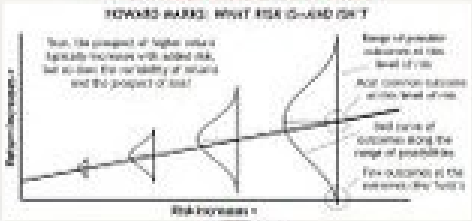
We can think about the future as a probability distribution, and we never know which outcome will occur.

We wouldn't even know if we knew all possible outcomes and their exact probabilities.

The most unlikely things happen all the time.



The Right Idea of Risk



How to Manage Risk

1. Downside Focus:

Prioritize the downside of every investment. With limited downside, the upside will take care of itself.

2. Understand Risk:

Sounds obvious, but understanding risk, which you do know, automatically helps to avoid it.

How to Get Promoted

12 Secrets Your Manager Won't Tell You

Be Visible
Hard work is worthless if no one notices it

Action: Document your wins and share them regularly with your manager in one-on-ones

Solve Problems
Don't stick to routine tasks - solve large problems, too

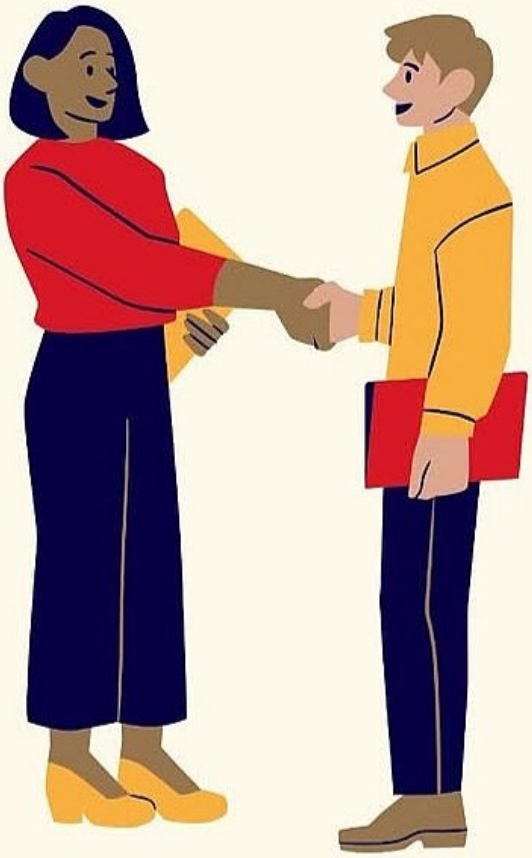
Action: When someone on the team mentions a challenge, offer to help them find solutions

Step Up
Show you can handle more before you have the title

Action: Take on responsibilities outside your job description to prove you're ready

Consider Perception
Reputation matters even more than performance

Action: Ask colleagues and managers for feedback to understand how you're perceived



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Network
Relationships open doors and play an outsized role

Action: Build rapport with leaders by engaging in conversations and finding common interests

Be Strategic
Working on the *right* projects matters a lot

Action: Ask your boss what high-impact projects you should focus on that will help company goals

Lift Up Your Boss
Your manager's success is yours - help them shine

Action: Anticipate their needs and proactively offer your support on key initiatives

Ask for It
You're more likely to get a promotion if you ask

Action: Keep a record of your contributions and make the ask when you've proven your value

Speak Up
Silence is often (unfairly) seen as a lack of leadership

Action: Prepare for meetings with the intention of contributing at least once each time

Raise Your EQ
EQ beats technical skills at higher levels

Action: Take courses on emotional intelligence and other soft skills to improve your leadership profile

Prioritize Yourself
Sometimes the only way to get a promotion is to leave

Action: Keep your LinkedIn updated and take recruiter calls, even if you're not currently looking for a job

Learn from Others
Find a mentor and seek advice from colleagues who seem growth-oriented

Action: Ask someone who was recently promoted what they did to get there

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6 FBI Negotiation Tactics You Can Use in Everyday Life

Based on *"Never split the difference"* by Chris Voss

1. Mirroring

Repeat the last 1–3 key words someone says.

WHY IT WORKS:

It makes the other person feel heard.

They'll explain more, giving you useful info without pressure.

HOW TO USE:

Them: *"This timeline is too tight."*
You: *"Too tight?"*
Them: *"Yes, my plate is full at the moment."*
You: *"Full at the moment?"*

2. Label Their Emotions

Naming the feelings you notice in your counterpart.

WHY IT WORKS:

Makes people feel understood and builds trust; gets them to open up.

HOW TO USE:

"It seems like you're frustrated with the process."
"It sounds like you're concerned about the timing."

3. Show Tactical Empathy

Show you understand their perspective - even if you disagree. That gains trust.

WHY IT WORKS:

People feel seen and understood - this opens the door to probem solving.

HOW TO USE:

"I get why that would feel unfair."
"I understand why that would be upsetting."

4. Get people to say "No" instead of "Yes"

When they feel pushed people often say "Yes" to get you off their backs - not because they agree.

WHY IT WORKS:

People fee less pressure with ***"No"*** - and more likely to say ***"Yes"*** later.

HOW TO USE:

❌ Instead of: *"Are you going to do this project?"*
✅ Say: *"Have you given up on this project?"*

5. Aim for "That's Right", Not "You are Right"

Summarize their thoughts and problem so well they say, *"That's right."*

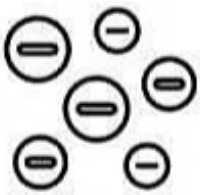
WHY IT WORKS:

It shows you deeply understand them and builds trust.

HOW TO USE:

"So you've been trying to fix this alone, and no one's been supporting you."

6. Call Out the Negatives First



Say all the bad things they might be thinking about you - before they do.

WHY IT WORKS:

It diffuses their objections before they explode.

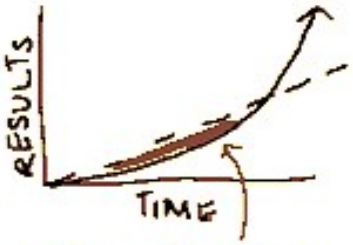
HOW TO USE:

"You probably think I'm being difficult or pushing too hard."
"You might even think I'm not respecting your time."

Atomic Habits

James Clear (2022)

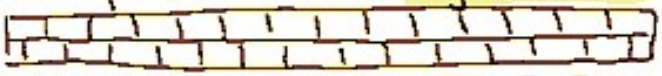
Notes by Sacha Chua 2024-10-21-05



valley of disappointment (we expect linear progress)

Achieving a GOAL only changes your life for the moment.

In order to improve for good... solve problems at the system level.



Fall in love with process rather than product.

~~What do you want to achieve?~~

WHO do you want to BECOME?

⇒ prove it with small wins

⇒ habits

pride

problem

Cue ⇒ Make it OBVIOUS ⇐

Raise level of awareness

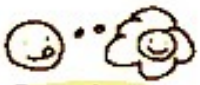
✓↑ ×↓ Manage your environment

common cues

- Time
- Location
- 1.2.3. Other habits

solution

Craving



attractive

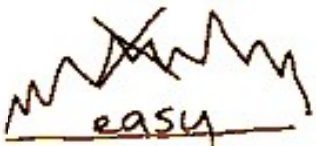
Temptation bundling

social groups

reframe

anticipation → dopamine → action

Response



easy

make it easier to do the right things

motion ≠ action

Make your habits so easy that you'll do them even when you don't feel like it.

2 minutes

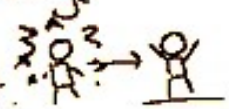
Reward

satisfying

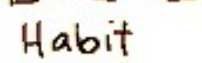
Immediate

Visuals: paper clip strategy, tracker

Habits can be easier to change in a new environment. (old cues gone)



You have to fall in love with boredom.



Habit stacking

My takeaways:

- Processes, not products
- Analyze & redesign
  - habits I have
  - habits I want
- Be thoughtful about helping the kiddo learn

HOW TO SOLVE ANY PROBLEM IN 60 MINUTES

Minute 0–10:

Define the REAL problem

Most of the time, what we think is the problem... isn't. Ask yourself:

- What's actually broken?
- What's the consequence if I do nothing?

Minute 10–20:

Break it into parts

Dissect the issue:

- What's in your control?
- What are the constraints?
- Where does it get stuck?

Minute 20–35:

Brainstorm solutions

Quantity over quality:

- Write down every possible fix.
- Don't filter ideas right away.
- Look for patterns or combos.

Minute 35–50:

Choose the best path

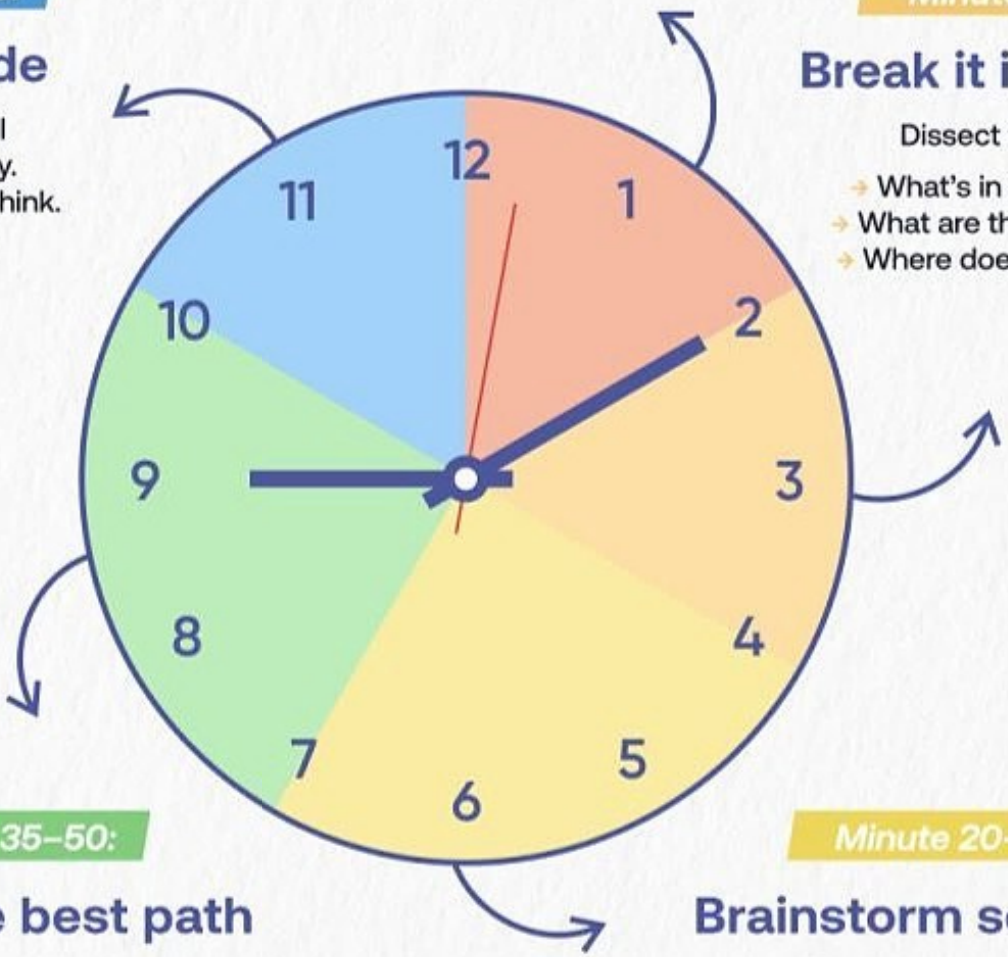
Filter your ideas by asking:

- Can I actually do this?
- How fast can I act on it?
- Will it solve the problem for good?

Minute 50–60:

Action mode

- Choose 1 small step to take today.
- Don't wait or overthink.
- Start solving.



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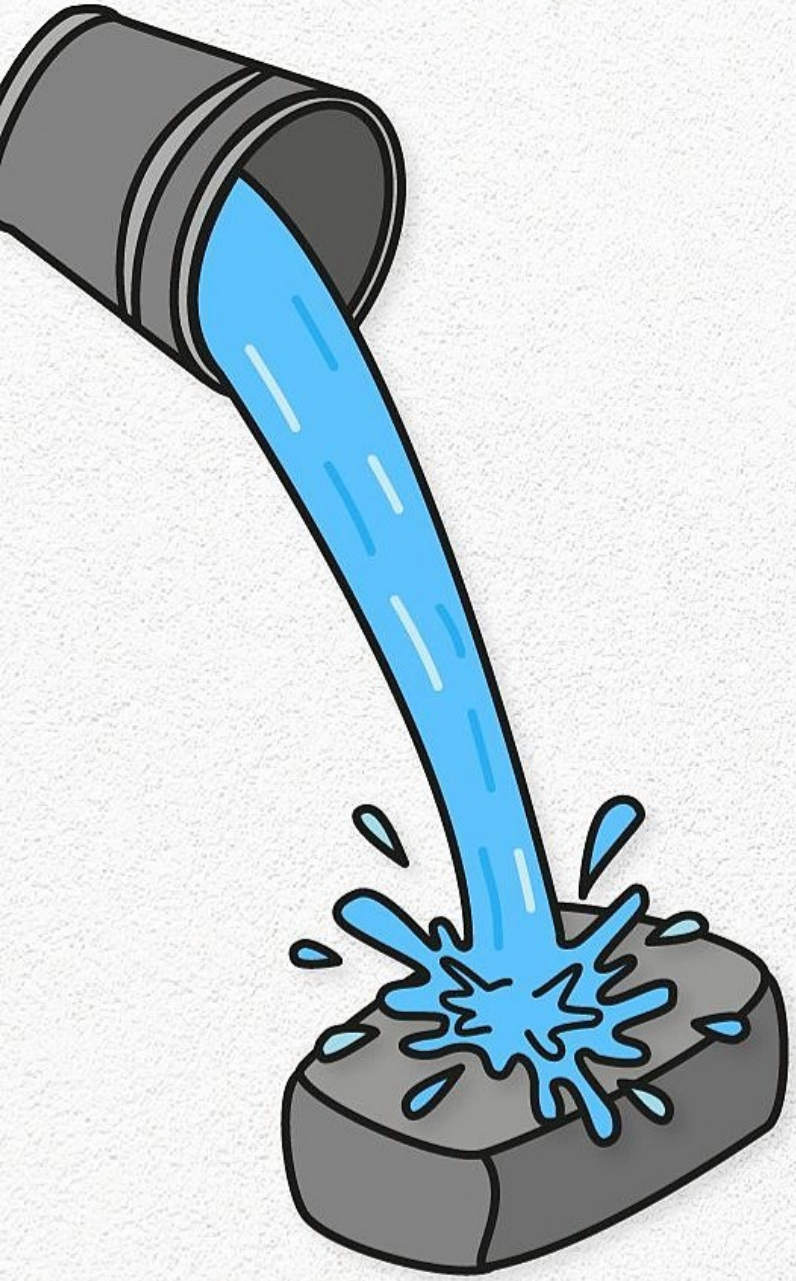
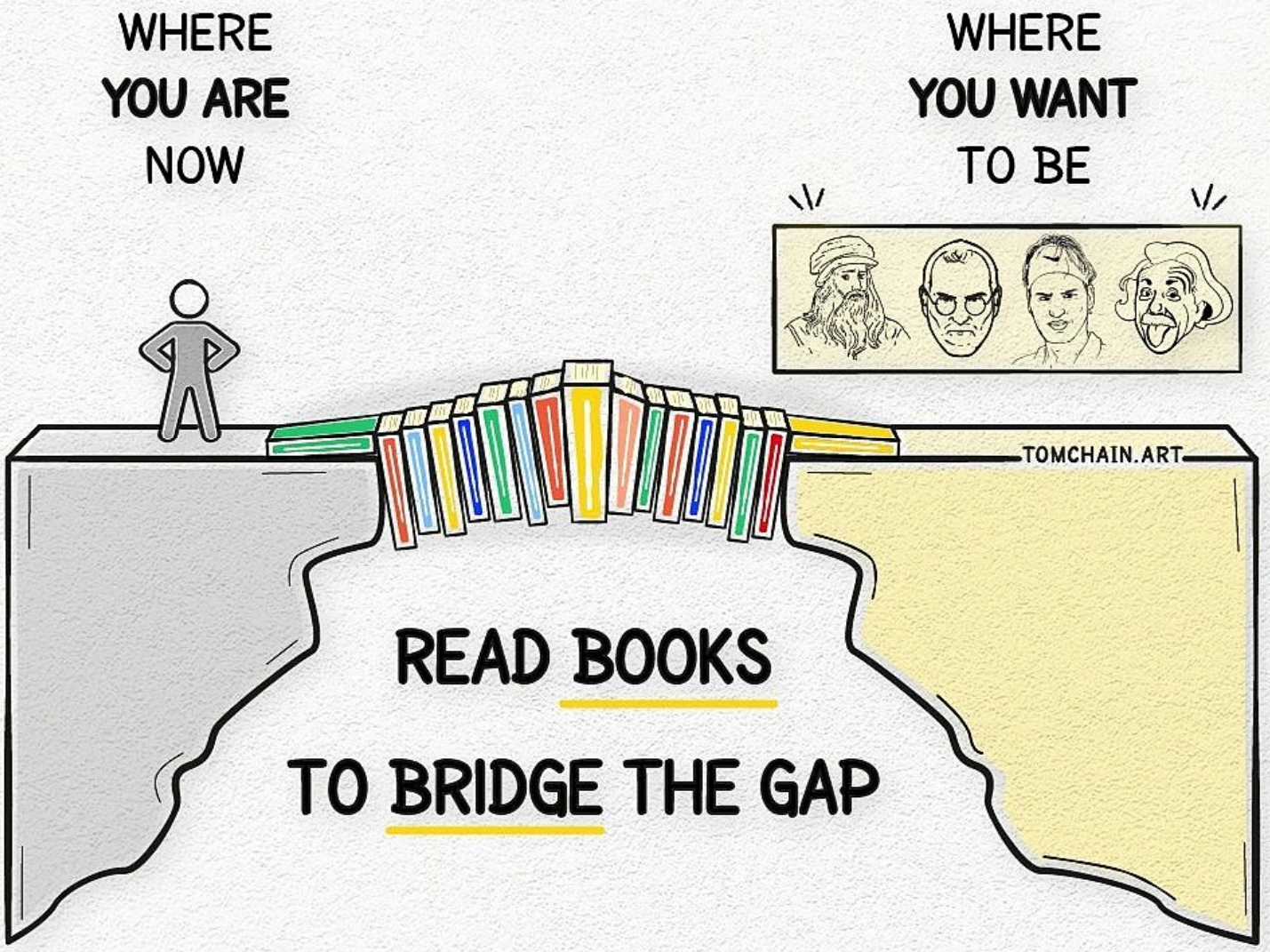
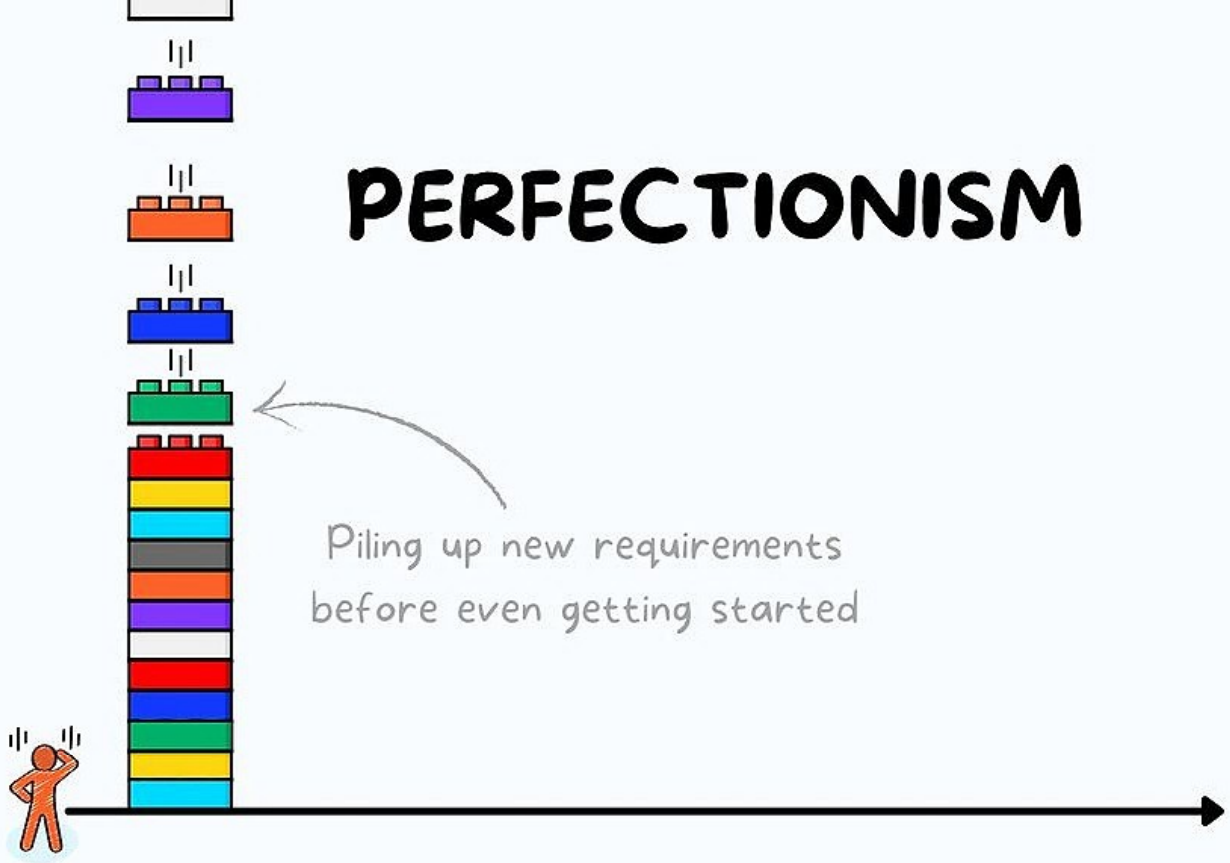
Victoria Repa | BetterMe CEO & Founder



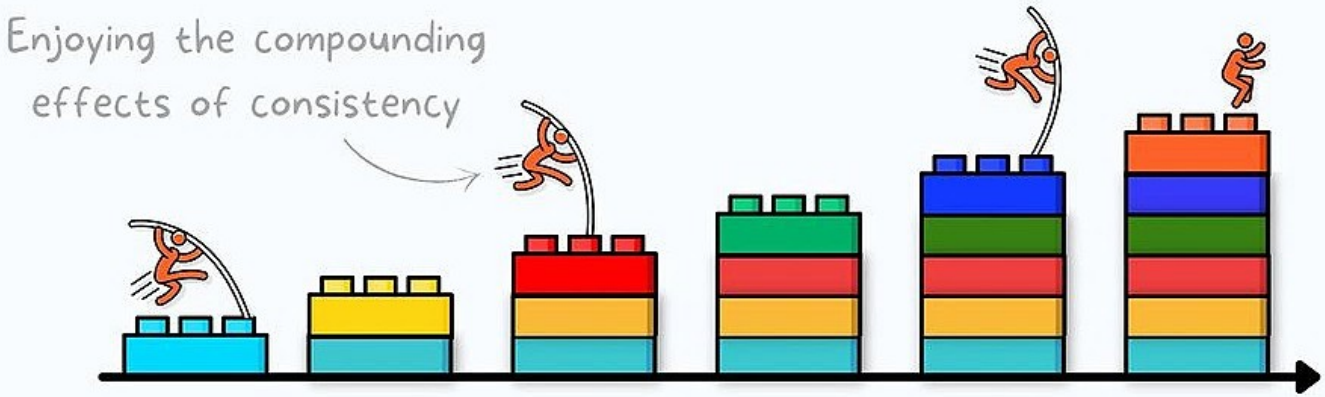
NOISE PROGRESS


WHERE
YOU ARE
NOW
WHERE
YOU WANT
TO BE
TOMCHAIN.ART
READ BOOKS
TO BRIDGE THE GAP

PERFECTIONISM

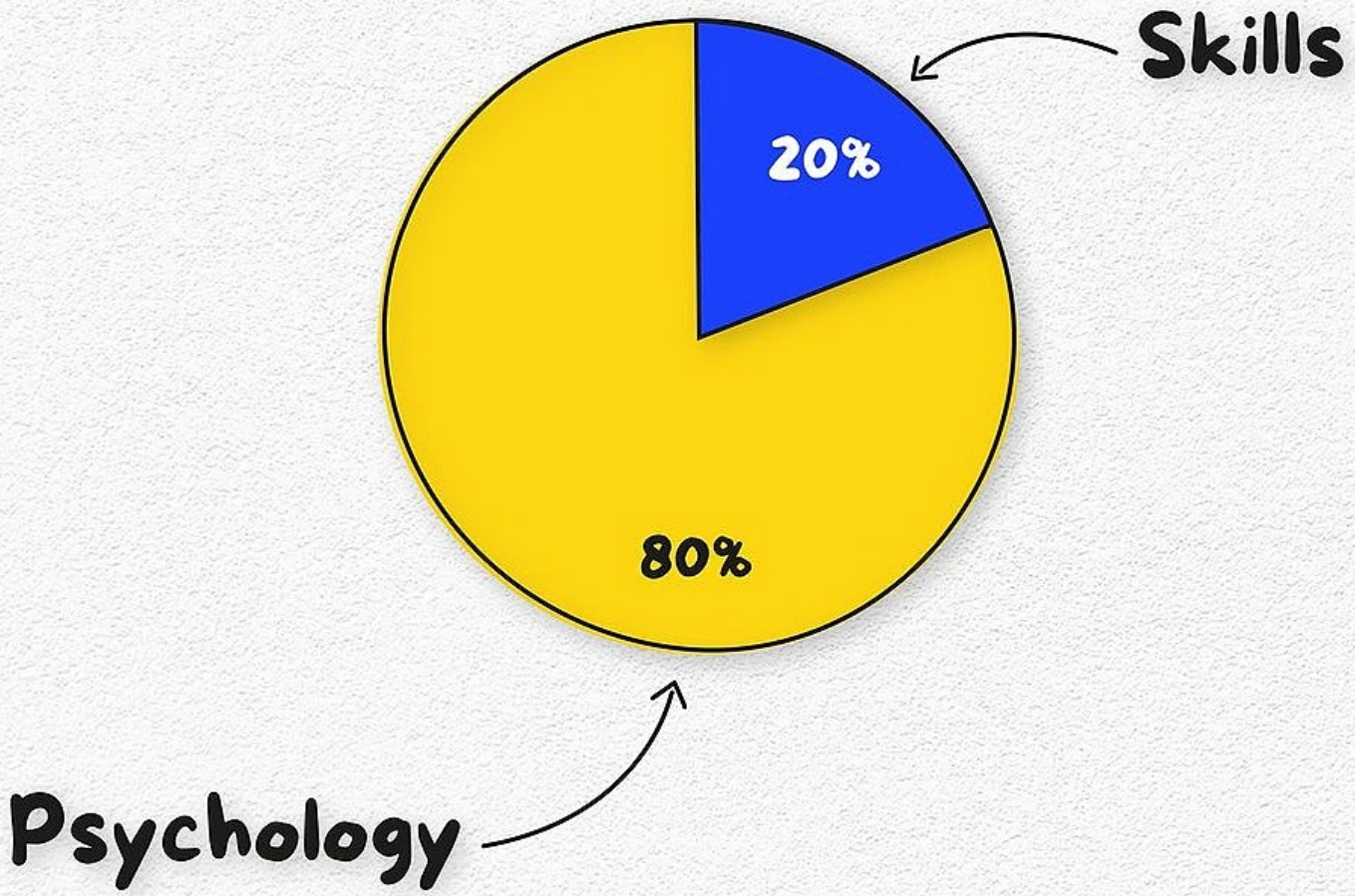


CONSISTENCY



@Visualize_Tom

SUCCESS



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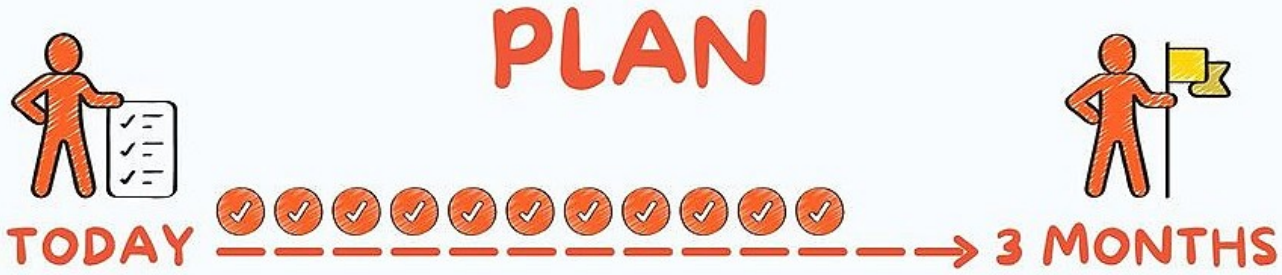

@Visualize_Tom

Leadership Is Hard

Navigate These 11 Contradictions

Confidence vs. Humility

- ← You need to project belief in yourself and your decisions
- → But arrogance kills learning and credibility
- = Speak with conviction, listen like you're wrong

Empathy vs. Candor

- ← People need to feel seen and supported
- → But clarity is kind, even when it stings
- = Deliver truth with care, not cruelty

Collaborating vs. Deciding

- ← You need broad input to build trust and make informed choices
- → But when time is short, you just have to decide
- = Seek input early, then commit with clarity

Empowerment vs. Accountability

- ← People thrive when trusted to own their work
- → But standards matter, and you must call out underperformance
- = Give autonomy, but stay close to the outcomes

© George Stern

Strength vs. Vulnerability

- ← Leaders must project steadiness in storms
- → But showing your humanity invites connection
- = Be steady in action, and open in emotion

Drive vs. Sustainability

- ← Ambition raises the bar and fuels growth
- → But burnout costs you your best people
- = Push for progress, pace for sustainability

Speaking vs. Listening

- ← Communicating clearly and often is a must
- → But listening builds trust and better answers
- = Talk to align, listen to understand

Consistency vs. Flexibility

- ← Clear values and rules create stability
- → But rigidity breaks under changing conditions
- = Be firm on principles, flexible on process

Optimism vs. Realism

- ← A hopeful outlook attracts and motivates
- → But blind spots grow when risks are ignored
- = Hope for the best, plan for the worst

Transparency vs. Discretion

- ← Openness builds loyalty and alignment
- → But some info must stay private for protection
- = Share what builds trust, protect what demands judgment

Speed vs. Patience

- ← Momentum keeps teams energized and focused
- → But rushing leads to poor decisions and rework
- = Move quickly when you're truly ready

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The Art of Strategy

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"Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion." — Jack Welch

1 Define Your Unique Value

Model: Porter's Value Chain

Identify Key Activities
- Map out your primary and support activities.

Streamline Processes
- Focus on efficiency and effectiveness.

Deliver Unique Value
- Enhance areas that differentiate you.

Continuous Improvement
- Regularly review and refine.

2 Analyze the Landscape

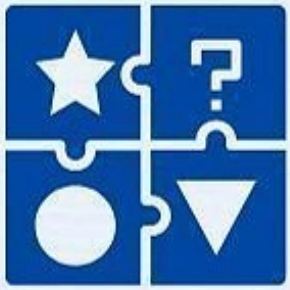
Model: BCG Growth-Share Matrix

Categorize Products
- Use stars, cash cows, question marks, and dogs.

Focus Resources
- Invest in high-potential areas.

Review Quarterly
- Adapt to market changes.

Maximize Returns
- Allocate resources effectively.



3 Prioritize Initiatives

Model: McKinsey's 7-S Framework

Align Strategy
- Ensure all seven elements support your vision.

Structure and Systems
- Optimize organizational structure.

Shared Values
- Foster a strong, unified culture.

Continuous Alignment
- Regular workshops and reviews.

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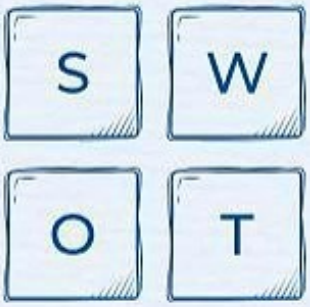
4 Develop a Clear Vision

Model: SWOT Analysis



Identify Strengths
- Leverage internal capabilities.

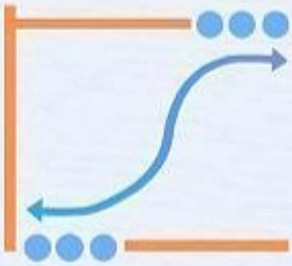
Address Weaknesses
- Mitigate internal limitations.

Explore Opportunities
- Capitalize on external possibilities.

Counter Threats
- Prepare for external challenges.

5 Foster Innovation

Model: McKinsey's Three Horizons



Manage Growth
- Balance short-term and long-term projects.

Encourage Ideas
- Allocate time for brainstorming.

Invest in Future
- Support transformational projects.

Regular Review
- Assess progress and adjust.

6 Adapt and Evolve

Model: PEST Analysis

Political Factors
- Monitor regulatory changes.

Economic Trends
- Stay aware of market conditions.

Social Shifts
- Understand societal changes.

Technological Advances
- Keep up with innovation.

Annual Review
- Update strategies accordingly.

Follow Jay Mount for more.

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Workplace Culture

Do's and Don'ts

Transparency
Do: Communicate openly about strategies and goals
Don't: Assume employees know expectations

Appreciation
Do: Say thank you, praise publicly, buy lunch
Don't: Stop there - after a big push, award time off

Innovation
Do: Actively encourage and try new ideas
Don't: Ever say "that's the way we've always done it"

Collaboration
Do: Encourage each other, share knowledge, teach
Don't: Forget to ask others for input

Mission
Do: Outline a purpose larger than getting work done
Don't: Think your org can't (ex: waste mgmt - "keep towns clean")

Feedback
Do: Explicitly ask for feedback from all levels, all the time
Don't: Omit thanking people for it and acting on it

Kindness
Do: Ask people how they are and about their lives
Don't: Allow unkind people to remain

Respect
Do: Trust employees and treat them like adults
Don't: Treat employees like cogs in a machine

Growth
Do: Ask about and devote time to people's career ambitions
Don't: Feel threatened by hungry lower-level employees

Dissent
Do: Encourage dissent whenever warranted
Don't: Assume people will do so without being asked

Reliability
Do: What you say by when you say
Don't: Shift deadlines and create unneeded urgency

Balance
Do: Model and say yes to time off and adjusted hours
Don't: Contact people on vacation or parental leave

Ownership
Do: Model "if someone should fix that, you're someone"
Don't: Pass the buck

Integrity
Do: Be honest and ethical
Don't: Even get close to the line

Fairness
Do: Pay, promote, and praise fairly
Don't: Base it on tenure or loyalty

Inclusiveness
Do: Ensure everyone has a voice
Don't: Ignore quieter people

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HOW TO READ AN ANNUAL REPORT

THE 6-STEP FRAMEWORK FROM ASWATH DAMODARAN

1 Confirm the timing and currency

- What period is covered?
- What currency are they reporting in?

2 Map the business mix

- In which segment does the company operate?
- What does the geographic breakdown look like?

3 Find the base inputs for valuation

- **From the Balance Sheet**
  - How much debt does the company have?
  - Does the company have more current assets and current liabilities?
  - Does the company have a lot of goodwill on its balance sheet
- **From the Income Statement**
  - Are revenues steadily increasing over time?
  - Does the company need a lot of COGS to sell its products?
  - How much revenue is translated into net income?
- **From the Cash Flow Statement**
  - Are most earnings translated into operating cash flow?
  - Does the company have a positive free cash flow (operating cash flow – CAPEX)?
  - Did the company manage to increase its cash position compared to last year?

4 Keep digging In the footnotes look for

- Does the company use a lot of SBCs?
- When does the company's debt mature?

5 Confirm The Units

- How many shares outstanding does the company have?
- Does the company have preferred shares?
- Are acquisitions paid with stocks?

6 Corporate Governance

- Do insiders get special privileges?
- Does management have a lot of skin in the game?

BY COMPOUNDING QUALITY

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A Plan is Not a Strategy

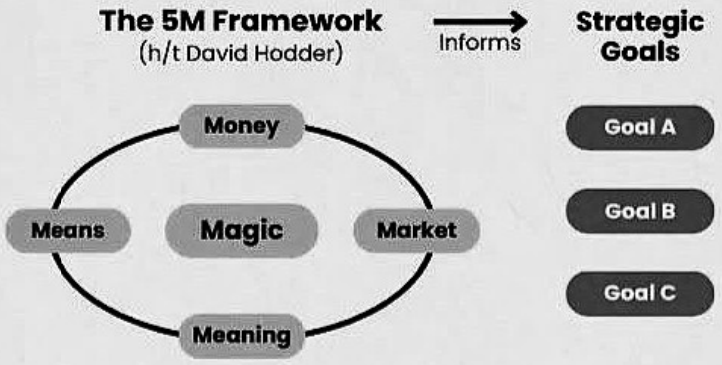
The Critical Difference Most CEOs Miss

By Eric Partaker

Strategy

What is it?

Your theory of how to win. Defines your competitive advantage and unique position in the market.



- **Market:** Where will we compete? (target segments)
- **Means:** What capabilities set us apart? (core competencies)
- **Money:** How will we fund growth? (financial model)
- **Meaning:** Why do we exist? (purpose/mission)
- **Magic:** What's our unfair advantage? (secret sauce)

Time Horizon

- 3-5 years (until market conditions fundamentally shift)

Flexibility

- Stable unless market disruption occurs

When to Use

- Define the vision
- Make directional choices
- Say NO to opportunities
- Say NO to distractions

Best Practices

- Start with "why" not "what"
- Keep it to 1-2 pages max
- Review quarterly, revise annually

Common Mistakes

- Having 10+ priorities
- Confusing goals with strategy
- Changing strategy every quarter

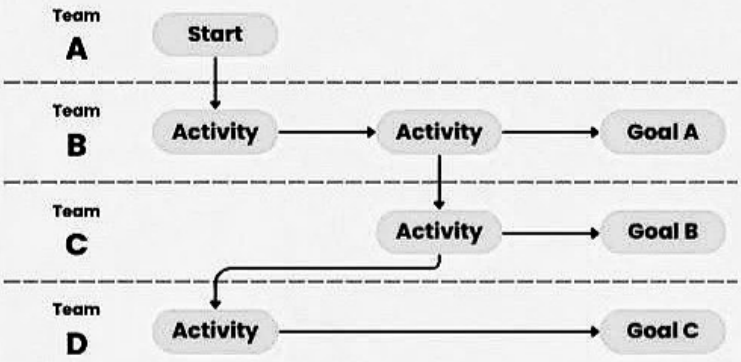
Example

Own 40% of the sustainable packaging market for mid-market retailers by offering the only 100% compostable solution at price parity with plastic.

Plan

What is it?

The roadmap. Breaks down how, when, and by whom you'll get there.



- **Activities:** What specific tasks need completion
- **Timeline:** When each milestone must be hit
- **Resources:** Who owns each deliverable
- **Dependencies:** What must happen in sequence
- **Metrics:** How we measure progress

Time Horizon

- Weeks to months (by project phase)

Flexibility

- Updates continuously as progress is made or missed

When to Use

- Coordinate execution
- Break strategy into steps
- Manage timelines clearly
- Track accountability daily

Best Practices

- Update progress weekly
- Assign clear owners
- Stay aligned to strategy

Common Mistakes

- Planning without clear strategy
- Too much detail too early
- Ignoring dependencies

Example

Q2: Launch pilots with Target, Whole Foods, Kroger.
Q3: Scale to 10 retailers achieving 95% satisfaction.
Q4: Hire VP Sales, secure $5M Series A funding.

How To Work With a Toxic Boss

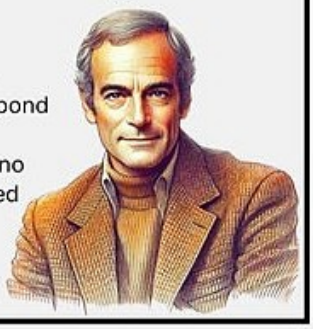
WITHOUT GETTING FIRED

1. Stay Emotionally Neutral

Best Practice:

↳ Don't engage emotionally—respond with calm professionalism, no matter how heated things get.

Speak calmly.



2 . Document Everything

Best Practice:

↳ Keep a record of requests, actions, and outcomes to protect yourself if things escalate.

Use a separate hard drive.

3. Know Their Triggers

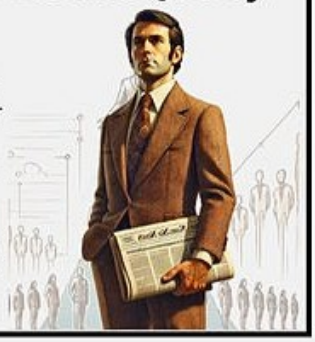
Best Practice:

↳ Learn their stress points and adjust your approach to avoid unnecessary conflict. Avoid what sets them off.

4. Deliver Results Quietly

Best Practice:

↳ Focus on your work and let your performance speak for itself—without seeking attention. Do no see fanfare, seek results.



5. Build Allies

Best Practice:

↳ Create a network of trusted colleagues for support and insight on managing the leader.

Forge new relationships.

6. Offer Solutions

Best Practice:

↳ Frame feedback as solutions instead of complaints to reduce defensiveness.

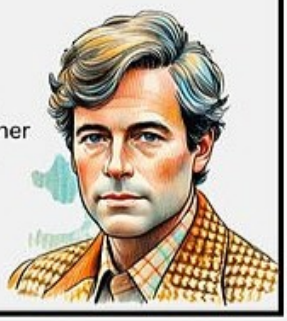
Keep it positive.

7. Mirror Their Tone Style

Best Practice:

↳ Adapt your communication to match theirs—whether direct, detailed, or brief.

Match their tone.



8. Manage Up with Influence

Best Practice:

↳ Help guide their decisions by offering helpful information at the right time.

Be a known policy wonk.

9. Set Boundaries

Best Practice:

↳ Don't engage emotionally—respond with calm professionalism, no matter how heated things get.

Speak calmly.

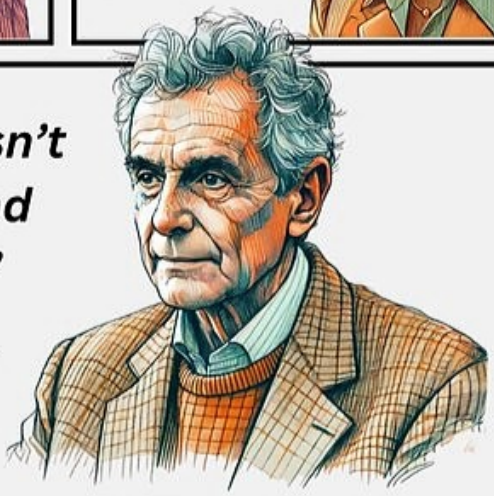
10. Plan Your Exit Strategy

↳ Always have a backup plan—stay ready to move if things become untenable.

Don't be afraid to speak your mind in a direct and respectful way.

"Leadership that isn't rooted in trust and respect is toxic."

– Max De Preer



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7 FINANCE SKILLS ALL MANAGERS SHOULD KNOW

BY OANA LABES, MBA, CPA

FINANCIAL STATEMENT ANALYSIS

Objectives: evaluate your organization's or unit's financial health, identify red flags, measure and monitor performance, allocate resources effectively

Skills: read and interpret financial statements, horizontal (trend) analysis vertical (common size) analysis

RATIO ANALYSIS

Objectives: condense and analyze financial information to understand business risks and opportunities

Skills: liquidity ratios, profitability ratios, solvency ratios, efficiency ratios, cash flow analysis, ratio trend analysis

BUDGETING AND FORECASTING

Objective: plan and estimate future financial performance based on historical data, trends, pipeline, backlog, and other financial/non-financial information

Skills: incremental budgeting, activity based budgeting, zero based budgeting, rolling forecasting, statistical analysis

COST ANALYSIS

Objective: understand the behavior of costs and how changes in volume and mix of inputs affect profitability

Skills: cost-volume-profit analysis, direct vs indirect costs, product vs period costs direct vs indirect costs, costing methods

INVESTMENT ANALYSIS

Objective: evaluate the risks and returns of potential investments to maximize value creation for your organization

Skills: net present value, internal rate of return, payback period

STORYTELLING & COMMUNICATION

Objective: narrate a sequence of financial events in a way that engages the listener and drives action with a clear message

Skills: analytical thinking, effective listening, impact and influence, change management,

RISK ASSESSMENT

Objective: identify, assess, evaluate and respond to financial risks impacting your organization

Skills: market risk, credit risk, liquidity risk operational risk

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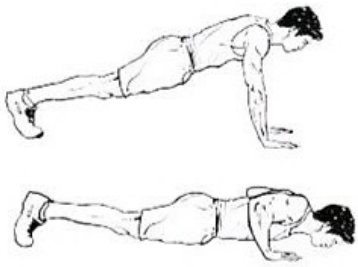
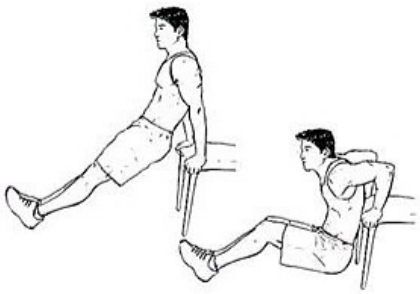
Remove Belly

Workout



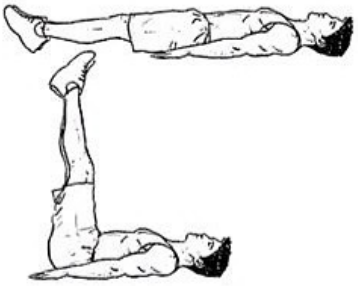
Push Ups

70 Reps



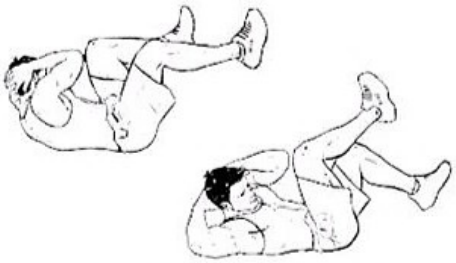
Chair Dips

45 Reps



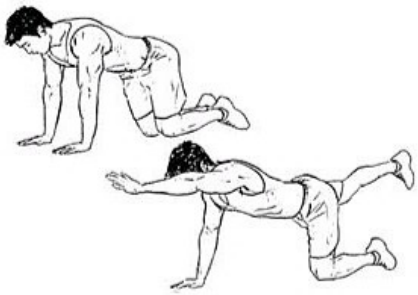
Leg Raise

60 Reps



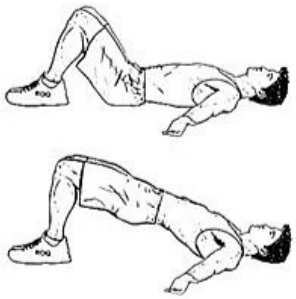
Bicycle Crunches

45 Reps



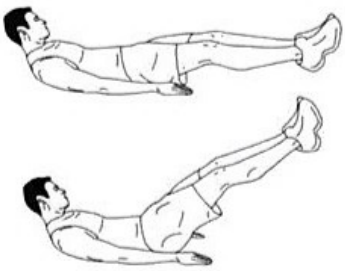
Bird Dog

60 Reps



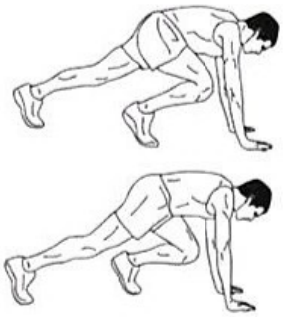
Glute Bridge

45 Reps



Leg Raise Hold

2 Minutes



Mountain Climber

3 Minutes

Lunges

70 Reps

10 Rules of Ikigai

1. **Stay Active** – Don't Retire: Keep doing what you love; purpose keeps your mind and body alive.
2. **Take It Slow:** Life isn't a race—slowing down helps you enjoy the journey.
3. **Don't Overeat:** Follow the 80% rule—eat mindfully and stop before you're full.
4. **Stay Connected with Good Friends:** Meaningful friendships bring joy and support a long life.
5. **Move Daily:** Stay physically active—a little movement each day boosts energy.
6. **Smile More:** A positive attitude attracts positivity—joy is contagious.
7. **Reconnect with Nature:** Nature heals and recharges—spend time outdoors.
8. **Practice Gratitude:** Be thankful for life, people, food, and little moments.
9. **Live in the Moment:** Let go of the past and future—embrace the now.
10. **Follow Your Ikigai:** Do what you love and what gives your life meaning.

GEOGRAPHICAL DEFINITIONS ILLUSTRATED.

THE 4 AGREEMENTS | DON MIGUEL RUIZ

A PRACTICAL GUIDE TO PERSONAL FREEDOM

THE SMOKEY MIRROR

"I am the Smokey mirror, because I am looking at myself in all of you, but we don't recognize each other because of the smoke in-between. That smoke is The Dream and the mirror is The Dreamer."

DOMESTICATION OF HUMANS

We learn how to live and how to dream

BOOK OF LAWS

Belief system we learn from our parents, teachers and society. It makes us feel safe.

THE JUDGE

Something in our mind that judges everything we do, think and feel.

THE VICTIM

Another part of us that carries the blame, the guilt and the shame.

"If you want to live a life of joy and fulfillment, you have to find the courage to break those agreements that are fear-based and claim your personal freedom."

IF YOU ADOPT THESE 4 NEW AGREEMENTS, THEY WILL CREATE ENOUGH PERSONAL POWER FOR YOU TO CHANGE THE ENTIRE SYSTEM OF YOUR OLD AGREEMENTS

BE IMPECCABLE WITH YOUR WORD

"Your word is the power that you have to create. Through the word you express your creative power."

YOUR WORD IS A 2-EDGED SWORD

BLACK MAGIC

CAN DESTROY EVERYTHING

Use the word to CREATE CHAOS.
A mother who said to her daughter: "Shut up! You have an ugly voice." Can destroy her child's dream forever

Express anger, jealousy, envy and hate

WHITE MAGIC

CAN CREATE BEAUTIFUL DREAMS

Do not use the word against yourself
The correct use of your energy, in the direction of truth and love for yourself.

SHARE YOUR LOVE

You will be immune from anyone putting a negative spell on you

DON'T TAKE ANYTHING PERSONALLY

"Taking things personally is the maximum expression of selfishness because we make the assumption that everything is about "me"."

We think we are RESPONSIBLE FOR EVERYTHING.

When we take something personally, we make the assumption that they know what is in OUR WORLD, and we try to impose our world on their world.

If a person tries to send poison to you and you take it personally, you take that poison and it BECOMES YOURS.

Nothing other people do is because of you. It is BECAUSE OF THEMSELVES.
All people live in their own dream, in their own mind; they are in a completely different world from the one you live in.

You have to trust yourself and choose to believe or not to believe what someone says to you.

DON'T MAKE ASSUMPTIONS

"We have the tendency to make assumptions about everything. The problem with it is that we believe they are the truth."

All the SADNESS AND DRAMA you have lived in your life was rooted in making assumptions and taking things personally

We have the NEED to justify everything, to explain and understand everything, in order TO FEEL SAFE.

It is always better to ASK QUESTIONS than to make an assumption, because assumptions set up for suffering.

The day you stop making assumptions you will COMMUNICATE CLEARLY.
All of your relationships will change with everyone.

White magician uses the word for creation, giving, sharing and loving

ALWAYS DO YOUR BEST

"Under any circumstance, always do your best, no more and no less."

Most people GO TO WORK just thinking of payday. They work FOR THE REWARD, and as a result they resist work. They try to avoid action and it becomes more difficult and they don't DO THEIR BEST.

When you overdo, you go against yourself. When you do less, you subject yourself to frustrations.

TAKE ACTION just for the sake of doing it WITHOUT EXPECTING a reward, you will find that you enjoy every action you do. Reward will come, but you are NOT ATTACHED to the reward.

When you do your best you learn to ACCEPT YOURSELF.

We don't need to know or prove anything. Just to be, to take a risk and enjoy life. It is all that matters.

BECOME A WARRIOR THEY HAVE CONTROL OVER THEIR OWN EMOTIONS AND THEREFORE OVER THEIR OWN BEHAVIOR.

THE TOLTEC PATH TO FREEDOM >

MASTERY OF AWARENESS — Who you really are

MASTERY OF TRANSFORMATION — How to be free of domestication

MASTERY OF INTENT — To live with unconditional love

> **LIVING A NEW DREAM**

HAPPINESS IS A CHOICE, AND SO IS SUFFERING

TK
@TKsuited

INFLUENCE The Psychology of Persuasion

ROBERT B. CIALDINI, Ph.D.

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).

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 7X 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.

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.

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.

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.

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.

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.

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THINK AGAIN

ADAM GRANT

MENTAL FLEXIBILITY

Thinking again can help you generate new solutions to old problems and revisit old solutions to new problems.

COGNITIVE LAZINESS

We favor the comfort of conviction over the discomfort of doubt, and we let our beliefs get brittle long before our bones. We are afraid of rethinking answers and the idea of rethinking.

INDIVIDUAL RETHINKING

HOW TO OPEN OUR MIND TO RETHINK

THINK LIKE A SCIENTIST

Run experiments to test hypotheses and find knowledge

AVOID THINKING LIKE

PREACHER
We deliver sermons to protect and promote our ideals.

PROSECUTOR
We recognize flaws in other people's reasoning to prove them wrong and win our case.

POLITICIAN
We campaign and lobby for the approval of our constituents.

BEWARE OF THE MOUNT STUPID

The danger lies not only in a lack of competence, but also in an overestimation of competence. Dunning-Kruger Effect

GET INTO TASK CONFLICTS

Conflicts of ideas and opinions. Prevent it from turning into an emotional conflict. Well-performing groups do not hesitate to present opposing perspectives.

ATTAIN A CONFIDENT HUMILITY

HAVE A CHALLENGING NETWORK

FIGHT

A group of people we trust to point out our blind spots and help us overcome our weaknesses.

INTERPERSONAL RETHINKING

HOW TO ENCOURAGE OTHERS TO RETHINK THEIR CONCEPTS

DEBATE LIKE A DANCE

A good debate is not a battle, it's more like a dance without choreography.

LEARN TO DEBATE

VS

Find a common denominator, focus on few arguments, avoid getting into an attack-defense spiral, ask lots of questions.

EXERCISE COUNTERFACTUAL THINKING

WHAT IF?

Imagine how the circumstances of our lives could have unfolded differently.

PRACTICE MOTIVATIONAL INTERVIEWS

TV

Ask open-ended questions, listen reflectively, affirm the other person's desire and ability to change.

COLLECTIVE RETHINKING

HOW TO CREATE COMMUNITIES OF LIFELONG LEARNERS

AVOID BINARY BIAS

S N

When it comes to complex issues, knowing the other side's opinions isn't enough. The opposing arguments do not change our view. Generates polarization.

TEACH HOW TO CHECK THE FACTS

Teach children to question information instead of simply consuming it. Reject rank as a proxy for reliability

TEACH HOW TO THINK LIKE A SCIENTIST

A B

Identifying problems, developing hypotheses and devising their own experiments to test them.

BUILT A CULTURE OF LEARNING

Learning culture, organizations innovate more and make fewer mistakes. Psychological safety with accountability.
Performance Culture, short-term result, but people stop innovating, making mistakes and sharing ideas.

"Rethinking liberates us to do more than update our knowledge and opinions, it leads us to a more fulfilling life."

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THE WAR OF ART

Steven Pressfield

@TKsuited

"IT'S NOT THE WRITING PART THAT'S HARD. WHAT'S HARD IS SITTING DOWN TO WRITE."

RESISTANCE →

The Enemy Within

Any act that rejects immediate gratification in favor of long term growth, health or integrity.

ATTRIBUTES

- Invisible
- Internal
- Insidious
- Implacable
- Impersonal
- Infallible
- Universal

SYMPTOMS Resistance takes the form of many things:

- PROCRASTINATION
- VICTIMHOOD
- BEING A STAR
- SELF-DOUBTS
- ANXIETY
- FEAR
- SEX
- RATIONALIZATION
- TROUBLE

LIFE WE LIVE BETWEEN STANDS RESISTANCE UNLIVED LIFE WITHIN US

FUELED BY **FEAR**

MOST POWERFUL AT THE **FINISH LINE**

"The more important a call or action is to our soul's evolution, the more Resistance we will feel toward pursuing it."

TURNING PRO

PROFESSIONAL →

The PRO plays for keeps.
The PRO plays full-time.
The PRO is there 7 days a week.
The PRO loves it so much he dedicates his life to it.

AMATEUR

The AMATEUR plays for fun.
The AMATEUR plays part-time.
The AMATEUR is a weekend warrior.
The AMATEUR does not love the game enough.

A PRO ...

- ... IS PATIENT Understands delayed gratification
- ... ACTS IN THE FACE OF FEAR Knows that fear can never be overcome
- ... IS PREPARED Confronts his own self-sabotage
- ... DEDICATES HIMSELF TO MASTERING Respects his craft
- ... DOESN'T TAKE FAILURE PERSONALLY The battle is inside our heads
- ... ENDURES ADVERSITY Reminds it's better to be in the arena
- ... SELF-VALIDATES Cannot allow the actions of others influence him
- ... REINVENTS HIMSELF The Muse may have more than one job for us

HOW TO BE MISERABLE IS INVALUABLE FOR AN ARTIST

"That's the price for being in the arena and not on the sidelines. Stop complaining and be grateful."

RESISTANCE CAN BE BEAT

THE HIGHER REALM

There are forces we can call our allies. As Resistance works to keep us from becoming who we were born to be, equal and opposite powers are counterpoised against it. These are our allies and angels.

ANGELS know stuff we don't. They want to help us. They're on the other side of a pane of glass, shouting to get our attention.

The MUSES were nine sisters, daughters of Zeus and Mnemosyne. Their job is to inspire artists.

The ARTIST is the servant of that intention, those ANGELS, that MUSE. The ARTIST is just taking dictation.

Angels make their home in the SELF. Dreams come from the SELF. Ideas come from the SELF.

Resistance has its seat in the EGO. The enemy of the Artist is the small-time EGO.

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WE MUST DO OUR WORK FOR ITS OWN SAKE, NOT FOR FORTUNE OR ATTENTION OR APPLAUSE

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THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

STEPHEN R. COVEY

If you want to change the situation, we first have to change ourselves. And to change ourselves effectively, we first had to change our perceptions.

PARADIGMS

It is a way you "see", interpret, or understand the world. You see the world not as it is, but as you are.

PRINCIPLES

They are natural laws that cannot be broken. While practices are situationally specific, principles are fundamental truths that have universal application.

HABITS

"Habits are like a cable. We weave a strand of it every day and soon it cannot be broken."

Knowledge
Skill
Desire

BALANCE OF P/PC

EFFECTIVENESS lies in the balance of P/PC.
P = production
PC = Production capability

PRIVATE VICTORY - INDEPENDENCE

1 BE PROACTIVE

It doesn't mean to be pushy or aggressive. It does mean to recognize our responsibility to make things happen. You're the creator.

CIRCLE OF INFLUENCE

Circle of Concern
Circle of Influence

PROACTIVE PEOPLE focus their efforts in the circle of Influence, things they can control.
REACTIVE PEOPLE focus in the circle of Concern, which they have no control.

2 BEGIN WITH THE END IN MIND

It means to approach your roles in life with your values and directions clear.

PERSONAL MISSION STATEMENT

Write down your vision and values. It becomes the criteria by which you measure everything else in your life.

PERSONAL LEADERSHIP

"A leader is the one who climbs the tallest tree, surveys the entire situation and yells "Wrong jungle"."

3 PUT FIRST THINGS FIRST

It's the fulfillment, the actualization, the natural emergence of habit 1 and 2. It's personal management.

FOCUS ON THE QUADRANT 2

To say YES to Q2 priorities, you have to learn to say NO to other activities.

	Urgent	Not Urgent
Important	Q1 Necessary	Q2 Effectiveness
	Q3 Distraction	Q4 Waste

STEWARDSHIP DELEGATION

Focus on RESULTS instead of methods.

PUBLIC VICTORY - INTERDEPENDENCE

4 THINK WIN-WIN

It's not your way or my way, it's a better way, a higher way.

Consideration \ Courage		
	Lose/Win	Win/Win
	Lose/Lose	Win/Lose

Win/win is the only real alternative in interdependent realities. You have to be courageous and confident.

ABUNDANCE MENTALITY

The paradigm that there is plenty out there for everybody.

5 SEEK FIRST TO UNDERSTAND THEN TO BE UNDERSTOOD

Empathic listening gets inside another person's frame of reference.

You look out through it, you see the world the way they see the world, you understand their paradigm, how they feel.

AUTOBIOGRAPHICAL RESPONSES

We try to figure people out based on our own motives and behavior. And never fully understand.

6 SYNERGIZE

Simply defined it means that the whole is greater than the sum of the parts.

THE MIDDLE WAY

Middle in a sense that means higher, like the apex of the triangle.

The essence of synergy is to value differences, to respect them, to build on strengths, to compensate for weakness.

RENEWAL

7 SHARPEN THE SAW

Exercising all 4 motivations of our nature, regularly, and consistently in wise and balanced ways.

PHYSICAL

Eat well, get sufficient rest and relaxation and exercise on a regular basis.

SPIRITUAL

Meditate, pray, immerse in great literature and music, communicate with nature.

MENTAL

Get into the habit of reading. Writing. Study new things.

SOCIAL/ EMOTIONAL

Interact with people and help them in a meaningful way.

BY CENTERING OUR LIVES ON CORRECT PRINCIPLES AND CREATING A BALANCED FOCUS BETWEEN DOING AND INCREASING OUR ABILITY TO DO, WE BECOME EMPOWERED IN THE TASK OF CREATING EFFECTIVE, USEFUL, AND PEACEFUL LIVES... FOR OURSELVES AND FOR OUR POSTERITY.

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TK SAPIENS A BRIEF HISTORY OF HUMANKIND Yuval Noah Harari

HOMO SAPIENS conquered the world. What was their secret of success?

COGNITIVE REVOLUTION

70,000 years ago

Sapiens started interacting with up to 150 individuals, far beyond chimpanzees

TRIBES

A powerful tool was created that guides us to this day: FICTION

The ability to work together as a group

AGRICULTURAL REVOLUTION

12,000 years ago

It generated a lot more work and a worse grain-based diet (which lasts to this day)

FIXED PLACES

Wheat domesticated Sapiens, not the other way around

Fixed places and food create conditions to increase the population

CITIES

SCIENTIFIC REVOLUTION

500 years ago

Sapiens accepted their ignorance and began to solve fundamental problems: hunger, disease, war

The search for Eternal Life

SCIENCE

Research funding created the basis of capitalism

Military purposes

AGE OF EMPIRES

IMAGINED ORDERS

Imagined and shared orders were created: Money, Religion, Laws

Tools that enabled few people to control large groups (cities and empires)

CREDIT

Credit multiplied the world's wealth. Confidence in the future generated the principles of the financial system

CAPITALISM

The collapse of the family and the local community and their replacement by the state and the market

Sapiens started intelligent design: Bioengineering and AI

INDUSTRIAL REVOLUTION

200 years ago

Sapiens learned to convert energy to its advantage, increasing productivity and generating more wealth

CONSUMERISM

In order to be happy we must consume as many products and services as possible

NEW AGE

HAPPINESS

But are we happier than our ancestors? How all this influenced the happiness and suffering of individuals. This is the biggest lacuna in our understanding of history

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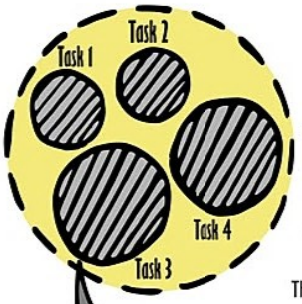
HYPERFOCUS Chris Bailey

"Productivity is not about cramming more into our days but about doing the right thing in each moment."

HYPERFOCUS

A state of being totally focused on one thing, though it does have the disadvantage of sounding dauntingly intense.



ATTENTIONAL SPACE

The amount of mental capacity we have available to focus on and process things in the moment.

There's a finite limit to how many things we can focus on.

	Unattractive	Attractive
Productive	Necessary Work	Purposeful Work
Unproductive	Unnecessary Work	Distracting Work

FOCUS WITH INTENTION

"Attention without intention is wasted energy."

When we don't choose which quadrants of tasks to spend time on, we fall into autopilot.

Our mind wanders **47%** of the day

4 Stages of Hyperfocus

1. Choose a productive or meaningful object of attention
2. Eliminate external distractions as much as possible
3. Focus on the chosen object of attention
4. Continually draw your focus back to the object of attention

START A HYPERFOCUS RITUAL

- Understand how long you want to hyperfocus
- Anticipate obstacles and reprogram periods of hyperfocus
- Set an attention alarm from time to time
- Hyperfocus whenever you can. The more the better.

TAMING DISTRACTIONS

EMAIL

Open **88x** per day

Spend **35min** per day

Consumes more attention than time

Set a specific time for emails. Write a maximum of 5 sentences in the email. More than that, pick up the phone. Take an email holiday.

MEETINGS

Take **37%** of our time

Never attend meetings without an agenda. Question your recurring meetings. Question the attendance list. Help follow the agenda.

SMARTPHONE

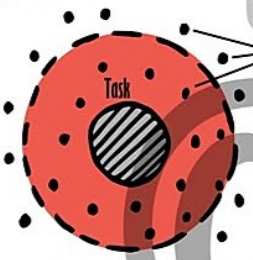
Switch between apps **566x**

Open Facebook **21x**

Disable notifications and vibrating alerts. Keep your smartphone out of range. Buy another device for distractions.

SCATTERFOCUS

State where the mind wanders and directs your attention inward. It allows the mind to recharge, be more creative and productive.



83% of people haven't relaxed or taken time out in the last 24 hours

The main reason we feel exhausted is that we never give our attention a break.

3 Styles of Scatterfocus

1. **Capture Mode** — Let the mind wander freely. Sit with coffee and a notebook and jot down your thoughts.
2. **Problem-crunching Mode** — Hold a problem in your mind and let your thoughts wander around it.
3. **Habitual Mode** — Do something habitual that doesn't completely consume your attention, giving you space to wander and connect ideas.

RECHARGE YOUR ATTENTION

Do an activity you love, something you can do twice a day. The more you need to control your behavior, the more you need to recharge. Sleep well.

CONNECT THE DOTS

Immerse yourself in a rich environment, where you're constantly encountering new people, ideas, and sights. Write your problems. Sleep with the problem in mind.

CAPTURE THE DOTS

Double down on developing the skills and knowledge that you find entertaining. Eliminate the trash and add something valuable in its place. Watch what you consume on autopilot. Relax with intention.

YOUR ATTENTION IS THE MOST POWERFUL TOOL AT YOUR DISPOSAL TO LIVE AND WORK WITH GREATER PRODUCTIVITY, CREATIVITY AND PURPOSE. SPEND IT WISELY.

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EAT THAT FROG! BRIAN TRACY

21 GREAT WAYS TO STOP PROCRASTINATION AND GET MORE DONE IN LESS TIME

1 DEFINE YOUR PURPOSE
Determine exactly what you want. Write it down on paper.

2 PLAN EVERY DAY
Order your goals. From essential to non-essential.

3 80/20 RULE
20% 80%

20% of the tasks generate 80% of the results. Focus on the 20%

4 THINK LONGTERM
Improves short-term decision making

Think 5, 10, and 20 years ahead.

5 PRACTICE CREATIVE PROCRASTINATION
Postpone ordinary activities. get rid of unimportant activities.

6 ABCDE METHOD
Make a priority list. only move on the a task after finishing the one above.

7 FOCUS ON KEY RESULT AREAS
What skills do I need to develop and perform well to make a big positive impact on my career?

8 THE LAW OF THREE
Focus on 3 tasks a day.

What are the 3 most important career goals? family? finance? health?

9 PREPARE THOROUGHLY
Make your workspace comfortable, organised and clean.

10 ONE STEP AT A TIME
List the steps you need to take to reach your goals. Concentrate on the current step.

11 UPGRADE YOUR KEY SKILLS
Continuous learning is the basic resource for success in any field.

Become an expert.

12 IDENTIFY YOUR KEY CONSTRAINTS
The limiting factor will determine the pace and quality of your work

Find a Solution

13 PUT THE PRESSURE ON YOURSELF
Turn work into a game. Set a deadline and run after it.

14 MOTIVATE YOURSELF INTO ACTION
Have a positive mindset. Focus on the solution, not the problems.

15 TECHNOLOGY A TERRIBLE MASTER
Turn off your computer and cell phone for 1 hour. Do a digital detox

16 TECHNOLOGY IS A WONDERFUL SERVANT
Disable notifications, put on airplane mode.

Stop being a slave to social media.

17 FOCUS YOUR ATTENTION
Check email only 2X a day.

Focus on the most important activity.

18 SLICE AND DICE THE TASK
Swiss cheese technique: Divide into 5min intervals.

Slicing technique: Divide the project and do 1 part at a time.

19 CREATE LARGE CHUNKS OF TIME
30, 60 or 90 minutes without distractions.

20 DEVELOPE A SENSE OF URGENCY
Focus on Action. Repeat for yourself: "DO IT NOW."

21 SINGLE HANDLE EVERY TASK
Start with the highest priority task and stick with it until you finish.

START WITH THE BIGGEST HARDEST, AND MOST IMPORTANT TASK FIRST

EAT THAT FROG

REWORK

JASON FRIED & DAVID HEINEMEIER

TODAY ANYONE CAN BE IN BUSINESS. IT'S TIME TO REWORK WORK!

BE A STARTER

There's a new group of people starting businesses. They are just doing what they love on their own terms and getting paid for it.

GROW, GROW, GROW, WHY?

You don't need to grow fast. Grow slow and see what feels right. Premature hiring is the death of many companies. Small is a great destination itself.

DRAW A LINE IN THE SAND

You need to know what you're willing to fight for and show the world. If no one is upset by what you're saying, you've probably not pushing hard enough.

LESS IS GOOD

Embrace constraints They are advantages in disguise. Limited resources force you to make do with what you've got.

BE A CURATOR

It's the stuff you leave out that matters. Stick to what's truly essential.

FOCUS ON WHAT WON'T CHANGE

The core of your business should be built around things that won't change. Things that people will want today and 10 years from now.

REASONS TO QUIT

Sometimes abandoning what you're working on is the right move, even if you've already put in a lot of effort. Put your head up and ask why. Is it really worth it?

THE MYTH OF OVERNIGHT SENSATION

It's hard, but you have to be patient. You have to grind it out. You have to do it for a long time before the right people notice. Get used to it.

DECOMMODITIZE YOUR PRODUCT

Pour yourself into your product and everything around your product too. Competitors can never copy the "you" in your product.

UNDERDO YOUR COMPETITION

Do less than your competitors to beat them. Solve the simple problems and leave the hairy, difficult, nasty problems to them.

LET YOUR CUSTOMERS OUTGROW YOU

There are always more people who are not using your product than people who are. Make sure you make it easy for these people to get on board.

EMULATE CHEFS

Chefs share everything they know. What can you tell the world about how you operate that's informative, educational and promotional?

D.I.Y. FIRST

Never hire anyone to do a job until you've tried to do it yourself first. You'll know when to criticize and when to support.

RESUMÉS ARE RIDICULOUS

Resumés are a joke, exaggerations. Years of "Irrelevance" don't matter. Forget about formal Education. Do a Test-drive project.

HIRE MANAGERS OF ONE

They are people who come up with their own goals and execute them. They don't need heavy direction and daily check-ins.

HIRE GREAT WRITERS

If you are deciding among a few people, hire the best writer. Good writers have clear thinking, know how to communicate and make them easy to understand.

YOU DON'T CREATE CULTURE

Culture is the by-product of consistent behavior. Culture is action, not words.

MEETINGS ARE TOXIC

Interruption is the enemy of productivity and the worst interruptions are meetings. Think about the time you're actually losing and ask yourself if it's really worth it.

SEND PEOPLE HOME AT 5

You don't need more hours, you need better hours. When people have something to do at home, they get down to business. They find ways to be more efficient because they have to.

DON'T SCAR ON THE FIRST CUT

Policie are organizational scar tissue. They are collective punishment for the misdeeds of an individual. Policies are only meant for situations that come up over and over again.

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LIMITLESS

JIM KWIK

THE LIMITLESS BRAIN

Your ability to think, solve problems, make the right decisions, create, innovate, and imagine is how we add value.

"If an egg is broken by an outside force, life ends. If broken by an inside force, life begins. Great things always begin from the inside."

THE LIMITLESS MODEL

MINDSET

Made up of beliefs, assumptions and attitudes we hold about ourselves and the world around us.

LIMITED IDEA ENTERTAINED

You're entertaining ideas about yourself that define you as something less than what you truly have the potential to achieve. The key to making yourself limitless is unlearning false assumptions.

INNATE GENIUS

There are multiple forms of genius: Dynamo genius, Blaze genius, Tempo genius, Steel genius. Making yourself limitless is all about unleashing your innate genius.

THE 7 LIES OF LEARNING

1. Intelligence is fixed
2. We only use 10% of our brains
3. Mistakes are failures
4. Knowledge is power
5. Learning new thing is difficult
6. The criticism of others matters
7. Genius is born

MOTIVATION

$$M = P \times E \times S^3$$

It's not something you have, it is something you do.

PURPOSE

Purpose is about how you relate to other people. Purpose is what you're here to share with the world. It's how you use your passion.

ENERGY

Motivation is all about energy management and optimization.

Limitless brain energy: Good brain diet, Brain nutrients, Exercise, Killing A.N.T.s, Clean environment, Positive peer group,Brain protection, New learning, Stress management, Sleep

SMALL SIMPLE STEPS

The tinest action you can take to get you closer to your goal. One that requires minimal effort or energy. How can you break a task into simple steps that you can do each day?

FLOW

The source code of motivation. Finding Flow: Eliminate distraction, Do something you love, Have clear goals, Challenge yourself a little.

Avoid: Multitasking, Stress, Fear of failure and lack of conviction.

METHODS

The procedures or processes for accomplishing something.

FOCUS

Concentration is something you can learn and can practice to get better at. Meditation, yoga, martial arts, breathing exercises.

STUDY

The fast you can learn, the faster you can earn. Employ Active Recall, Spaced Repetition, Manage your posture, use your sense of smell, learn by listening, Music, Active Taking Notes.

MEMORY

There's no such thing as a good memory or a bad memory, there is only a trained memory and an untrained memory.

Use Visualization, association, emotion and Location.

SPEED READING

Leaders are readers. Discover your reading speed and train to read at a faster rate. It is not necessary to say the words in your mind to understand them. Your mind can read a lot faster.

THINKING

Accomplishing something big often requires new approaches to thinking. Use the Thinking Hats technique, Mental Models and the Exponential Thinking.

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JORDAN B. PETERSON

12 RULES FOR LIFE

AN ANTIDOTE TO CHAOS

SELF KNOWLEDGE

STAND UP STRAIGHT WITH YOUR SHOULDERS BACK

Your body influences your thoughts and your actions, so pay attention to your posture.

Speak your mind.
Walk tall and gaze forthrightly ahead.
Dare to be dangerous.

TREAT YOURSELF LIKE SOMEONE YOU ARE RESPONSIBLE FOR HELPING

Take care with yourself.
Choose your destination and articulate your Being.
Strengthen the individual.
Consider what is really good for you.

COMPARE YOURSELF TO WHO YOU WERE YESTERDAY, NOT TO WHO SOMEONE ELSE IS TODAY

Focus on being better every day.

Perhaps happiness is always to be found in the journey uphill, and not in the fleeting sense of satisfaction awaiting at the next peak.

SET YOUR HOUSE IN PERFECT ORDER BEFORE YOU CRITICIZE THE WORLD

Stop doing what you know is wrong.

Say only those things that make you strong. Do only those things that you could speak of with honour.

PURSUE WHAT IS MEANINGFUL (NOT WHAT IS EXPEDIENT)

What is expedient works only for the moment. It's immediate, impulsive and limited.

Meaning is the ultimate balance between, on the one hand, the chaos of transformation and possibility and on the other, the discipline of pristine order. Meaning is the Way.

PET A CAT WHEN YOU ENCOUNTER ONE ON THE STREET

Even on bad days, you can come across little things that bring you happiness.

Stop to appreciate the beauty of the little things in life.

RELATIONSHIPS

MAKE FRIENDS WITH PEOPLE WHO WANT THE BEST FOR YOU

Surround yourself with people who support your upward aim, they will not tolerate your cynicism and destructiveness. They will instead encourage you when you do good for yourself and others and punish you carefully when you do not.

TELL THE TRUTH OR, AT LEAST, DON'T LIE

Know how to say NO, always speaking the truth.

If you say yes when no needs to be said, however, you transform yourself into someone who can only say yes, even when it is very clearly time to say no.

ASSUME THAT THE PERSON YOU ARE LISTENING TO MIGHT KNOW SOMETHING YOU DON'T

Learn to really listen to what people are saying.

Your wisdom then consists not of the knowledge you already have, but the continual search for knowledge, which is the highest form of wisdom.

BE PRECISE IN YOUR SPEECH

Say what you mean, act out what you say.
Don't hide skeletons in the closet.

Don't ever underestimate the destructive power of sins of omission.

PARENTING

DO NOT LET YOUR CHILDREN DO ANYTHING THAT MAKES YOU DISLIKE THEM

If you let your child become a "little monster", you're leaving the dirty work to someone else who will be much dirtier doing it.

It's the primary duty of parents to make their children socially desirable.

DO NOT BOTHER CHILDREN WHEN THEY ARE SKATEBOARDING

Too much protection devastates the developing soul. The Terrible mother is the witch in the story of Hansel and Gretel: "Don't leave me, I'll do anything for you."

Teach your children to take responsibility for their actions.

Find the balance between **CHAOS and ORDER**
Between the meaning that **justifies life**
and its **inevitable suffering**

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