

Collected/written by Blas Moros

Edited by Cory Jarrell

Themes:

1. #success
 1. #bestperson
 2. #decisionmaking
 3. #creativity
 4. #happiness
 5. #health
 6. #economy
 7. #risktaking
 8. #meaning
2. #skills
 1. #negotiating
 2. #storytelling
 3. #social
 4. #observing
 5. #flowing
 6. #leading
3. #misc
 1. #systems
 2. #simplecomplex
 3. #history
 4. #biography

Books:

#bestperson

Search Inside Yourself by Chade-Meng Tan

Coherence by Alan Watkins

Super Better by Jane McGonigal

Finite and Infinite Games: A Vision of Life as Play and Possibility by James P. Carse

Pebbles of Perception by Laurence Endersen

Acres of Diamonds by Russell Conwell

The Charisma Myth by Olivia Fox Cabane

The Road to Character by David Brooks

The Way We're Working Isn't Working by Tony Schwartz

The Social Animal by David Brooks

Wisdom for Daily Living by Bruce Lee

The Wisdom of Life by Arthur Schopenhauer

12 Rules for Life: An Antidote to Chaos by Jordan Peterson

Emotional Intelligence: Why It Can Matter More than IQ by Daniel Goleman

Essentialism by Greg McKeown

Super Brain by Deepak Chopra and Rudolph Tanzi

Quiet: The Power of Introverts in a World That Can't Stop Talking by Susan Cain

#decisionmaking

Knowledge and Decisions by Thomas Sowell
How We Decide by Jonah Lehrer
Diaminds by Mihnea Moldoveanu and Roger Martin
The Organized Mind by Daniel J. Levitin
The Art of Thinking Clearly by Rolf Dobelli
Super Forecasting by Dan Gardner and Philip Tetlock
Poor Richard's Almanack by Benjamin Franklin
The Brain That Changes Itself by Norman Doidge
Poor Charlie's Almanack by Peter Kaufman and Charlie Munger
How Doctors Think by Jerome Groopman
The Checklist Manifesto by Atul Gawande
The Elephant in the Brain: Hidden Motives in Everyday Life by Kevin Simler
Team of Teams: New Rules of Engagement for a Complex World by General Stanley McChrystal
Smarter, Faster, Better by Charles Duhigg

#creativity

Creativity, Inc. by Ed Catmull

#happiness

The Power of Positive Thinking by Norman Vincent Peale
The Happiness Hypothesis by Jonathan Haidt
10% Happier by Dan Harris
The Happiness Advantage: The Seven Principles that Fuel Success and Performance at Work by Shawn Achor
Solve for Happiness: Engineer Your Path to Joy by Mo Gawdat

#health

Born to Run by Christopher McDougall
Why Zebras Don't Get Ulcers by Robert Sapolsky
Grain Brain: The Surprising Truth About Wheat, Carbs and Sugar – Your Brain's Silent Killers by Dr. David Perlmutter
Body by Science by Doug McGuff and John Little
Beyond Training: Mastering Endurance, Health and Life by Ben Greenfield
How Not to Die by Michael Greger

#economy

Free to Choose: A Personal Statement by Milton Friedman
Boomerang: Travels in the New Third World by Michael Lewis
Modern Monopolies by Alex Moazed and Nicholas Johnson
Zillow Talk: The New Rules of Real Estate by Spencer Rascoff and Stan Humphries
Matchmakers: The New Economics of Multi-Sided Platforms by David Evans and Richard Schmalensee

#risktaking

Buffett and Munger: A Study in Simplicity and Uncommon, Common Sense by Peter Bevelin
Seeking Wisdom: From Darwin to Munger by Peter Bevelin
The Intelligent Investor by Benjamin Graham
Damn Right! Behind the Scenes with Berkshire Hathaway Billionaire Charlie Munger by Janet Lowe
Little Bets by Peter Sims
Charlie Munger: The Complete Investor by Tren Griffin

The Black Swan by Nassim Nicholas Taleb

Resilience: Why Things Bounce Back by Andrew Zolli and Ann Marie Healy

The Startup of You by Reid Hoffman and Ben Casnocha

The Manual of Ideas: The Proven Framework for Finding the Best Value Investments by John Mihaljevic

#meaning

Man's Search for Meaning by Viktor Frankl

#skills

Mastery by Robert Greene

The 48 Laws of Power by Robert Greene

#negotiating

The 4 Agreements by Don Miguel Ruiz

Getting to Yes by Roger Fisher and William Ury

Influence: The Psychology of Persuasion by Robert Cialdini

Win Bigly: Persuasion in a World Where Facts Don't Matter by Scott Adams

#storytelling

The Power of Story by Jim Loehr

#social

Sapiens: A Brief History of Humankind by Yuval Noah Harari

Humans are Underrated by Geoff Colvin

The Scientist in the Crib: What Early Learning Tells Us About the Mind by Alison Gopnik

How to Fail at Almost Everything and Still Win Big by Scott Adams

The Laws of Human Nature by Robert Greene

#observing

What Every Body is Saying by Joe Navarro and Marvin Karlins

#flowing

The Rise of Superman by Steven Kotler

The Art of Smart Thinking by James Hardt

Deep Work: Rules for Focused Success in a Distracted World by Cal Newport

Peak: How Great Companies Get Their Mojo From Maslow by Chip Conley

Peak: Secrets from the New Science of Expertise by Anders Ericsson and Robert Pool

#leading

The Score Takes Care of Itself by Bill Walsh

Curious: The Desire to Know and Why Your Future Depends on It by Ian Leslie

A More Beautiful Question by Warren Berger

#misc

The Success Equation by Michael Mauboussin

Algorithms to Live By: The Computer Science of Human Decisions by Brian Christian, Tom Griffiths

The Beginning of Infinity: Explanations That Change the World by David Deutsch

What Technology Wants by Kevin Kelly

To Engineer is Human: The Role of Failure in Successful Design by Henry Petroski

River Out of Eden: A Darwinian View of Life by Richard Dawkins

#systems

Thinking in Systems: A Primer by Donella Meadows

Sync: How Order Emerges from Chaos in the Universe, Nature and Daily Life by Stephen Strogatz

The Fifth Discipline by Peter Senge

Scale: The Universal Laws of Growth, Innovation, Sustainability and the Pace of Life in Organisms, Cities, Economies and Companies by Geoffrey West

The Systems Bible: The Beginner's Guide to Systems Large and Small by John Gall

The Master Algorithm: How the Quest for the Ultimate Learning Machine Will Remake Our World by Pedro Domingos

#simplecomplex

Thinking, Fast and Slow by Daniel Kahneman

The Laws of Simplicity by John Maeda

Deep Simplicity by John Gribbin

Antifragile: Things that Gain from Disorder by Nassim Taleb

How Nature Works by Per Bak

Complexity: A Guided Tour by Melanie Mitchell

Complexity: The Emerging Science at the Edge of Order and Chaos by Mitchell Waldrop

Hidden Order: How Adaptation Builds Complexity by John Holland

At Home in the Universe by Stuart Kauffman

#history

Heroes of History by Will Durant

The Outsiders by William Thorndike

The Innovators by Walter Isaacson

Crossing the Chasm by Geoffrey Moore

The Everything Store: Jeff Bezos and the Age of Amazon by Brad Stone

The Master Switch: The Rise and Fall of Information Empires by Tim Wu

Why Don't We Learn From History? by BH Liddell Hart

Energy and Civilization: A History by Vaclav Smil

#biography

Thomas Jefferson: The Art of Power by Jon Meacham

Alexander Hamilton by Ron Chernow

Washington: A Life by Ron Chernow

Leonardo da Vinci by Walter Isaacson

Benjamin Franklin: An American Life by Walter Isaacson

Titan: The Life of John D. Rockefeller, Sr. by Ron Chernow

Einstein: His Life and Universe by Walter Isaacson

#success

#bestperson

Search Inside Yourself by Chade-Meng Tan

#EQ

- Compassion is a mental state endowed with a sense of concern for the suffering of others and aspiration to see that suffering relieved. Specifically, he defines compassion as having three components:
 - 1. A cognitive component: “I understand you”
 - 2. An affective component: “I feel for you”
 - 3. A motivational component: “I want to help you”
- Emotional intelligence is the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions.
 - Goleman adds a very useful structure to emotional intelligence by classifying it into five domains.
 - 1. Self-awareness: Knowledge of one’s internal states, preferences, resources, and intuitions. There are three emotional competencies under the domain of self awareness:
 - 1. Emotional awareness: Recognizing one’s emotions and their effects
 - As we deepen our self-awareness, we eventually arrive at a very important key insight: we are not our emotions. Emotions are simply what you feel, not who you are.
 - 2. Accurate self-assessment: Knowing one’s strengths and limits
 - 3. Self-confidence: A strong sense of one’s self-worth and capabilities
 - 2. Self-regulation: Management of one’s internal states, impulses, and resources. Self-regulation goes far beyond self-control. Daniel Goleman identifies five emotional competencies under the domain of self-regulation:
 - 1. Self-control: Keeping disruptive emotions and impulses in check
 - 2. Trustworthiness: Maintaining standards of honesty and integrity
 - 3. Conscientiousness: Taking responsibility for personal performance
 - 4. Adaptability: Flexibility in handling change
 - 5. Innovation: Being comfortable with novel ideas, approaches, and information
 - 3. Motivation: Emotional tendencies that guide or facilitate reaching goals. You are the world’s top expert at figuring out what motivates you. You already know your deepest values and motivations.
 - Three practices for motivation:
 - 1. Alignment: Aligning our work with our values and higher purpose
 - 2. Envisioning: Seeing the desired future for ourselves
 - 3. Resilience: The ability to overcome obstacles in our path
 - The three elements of true motivation are:
 - 1. Autonomy: The urge to direct our own lives
 - 2. Mastery: The desire to get better and better at something that matters
 - 3. Purpose: The yearning to do what we do in service of something larger than ourselves
 - 4. Empathy: Awareness of others’ feelings, needs, and concerns
 - Empathy helps us build trust. When we interact with empathy, we increase the likelihood that people feel seen, heard, and understood. When people feel those things, they feel safer and more likely to trust the person who understands them. Trust is the foundation of a coaching/mentoring relationship.
 - 5. Social skills: Adeptness at inducing desirable responses in others

- Mindfulness is defined by Jon Kabat-Zinn as “paying attention in a particular way: on purpose, in the present moment, and non-judgmentally.” Mindfulness trains two important faculties, attention and meta-attention. Simply put, meta-attention is the ability to know that your attention has wandered away.
 - When the mind becomes highly relaxed and alert at the same time, three wonderful qualities of mind naturally emerge: calmness, clarity, and happiness.
 - This traditional seven-point meditation posture. In brief, the seven are:
 - 1. Back straight “like an arrow”
 - 2. Legs crossed in “lotus position”
 - 3. Shoulders relaxed, held up and back, “like a vulture”
 - 4. Chin tucked in slightly, “like an iron hook”
 - 5. Eyes closed or gazing into space
 - 6. Tongue held against the upper palate
 - 7. Lips slightly apart, teeth not clenched

#focus

- Our attention is the most valuable gift we can give to others.
 - In every conversation, there are actually three conversations going on. They are the content conversation (“What happened?”), the feelings conversation (“What emotions are involved?”), and the identity conversation (“What does this say about me?”).

Coherence by Alan Watkins

#EQ

- Emotion is integration of all physiological signals; feeling is the awareness and recognition that signal comes from the body (observation of emotion)
 - All decisions essentially made by feelings and then justified by logic
- Relationships tend to fail because of either poor communication or low levels of trust
 - 1. Effective communication has two basic aspects – transmission and reception
 - 2. 3 levels of communication -what people say, what people think or feel and most deeply, what people mean

Super Better by Jane McGonigal

#lifehack

- 4 rules to turning life into a game
 - 1. Turn anyone into a potential ally
 - 2. Use powerups (things which energize you) throughout your day to keep you motivated
 - 3. Set quests (goals) for you to achieve
 - 4. Make it all a game with bad guys (obstacles)

#EQ

- A good thank you requires the benefit of what they did, the effort it took them and spot the strength

Finite and Infinite Games: A Vision of Life as Play and Possibility by James P. Carse

#lifehack

- A finite game also has a precise beginning and can therefore be said to have temporal boundaries, be played within a marked area and with specific players. One cannot play alone and therefore there are numerical boundaries as well. There can only be one winner and others are ranked
- No limitation may be imposed against infinite play. Since limits are taken into play, the play itself cannot be limited. Finite players play within boundaries; infinite players play with boundaries. Finite players are often unaware of this absolute freedom to play and think that whatever they do they must do. All limitations of finite play are self-limitations.

#constraints

- If to look is to look at what is contained within its limitations, to see is to see the limitations themselves

Pebbles of Perception by Laurence Endersen

#learning

- Curiosity and character are the foundation of good choices
- Must learn how to stay curious – fear of failure is maybe the biggest inhibitor of curiosity
- Must be lifelong learners. Once we reach a basic level of competency, the drive often diminishes but you cannot let this happen. Excessive ego is also terrible for learning. Strive to learn something new every day, no matter how small. This will aggregate into something amazing over a lifetime
- Can learn either directly from own experiences or from those of others. Nothing can displace direct learning, but it must be followed by reflection and assimilation. Far better to learn from the mistakes of others
- The best way to learn is to teach and to read – have a questioning mindset and childlike curiosity

#questioning

- A questioning mentality is much better than a knowing mentality
- Must formulate good questions – ask why, why not, and what if

#communication

- Communication might be the most important life skill of all – make sure to listen more than you speak
- Lens distorters which can lead to miscommunication- inaccurate / vague language, different histories and cultures, different contexts, irrational expectation of rationality
- Become a better communicator – have a learning lens on (be a listener), make the other person the center of attention, be courteous, double check your gut feelings, find your words (be able to clearly articulate the contrary view), be conscious of your non verbal communication, choose quality over quantity

#incentives

- Incentives matter a lot – they drive behavior and we underestimate them at our peril. Think through the incentives of people you are dealing with and their second order consequences

#persuasion

- Should appeal to interests, not reason

#connected

- You must carefully consider the circumstances and the context – absolutes are extremely rare
- Nothing occurs in isolation – consider the context and recognize that it is different for everyone and changes over time. Don't be dogmatic

#rational

- Think like a scientist would – the focus of the 'scientific method' is on empirical and measurable evidence

#inversion

- Start by considering the end (invert!) – why are we here and what do we want to achieve? – determine what matters most to you, what you want to build and leave behind, what a fulfilling and unfulfilling life looks like

#EQ

- For better emotional intelligence, strive to improve in the following areas: acceptance, awareness, character, communication, compassion, equanimity (composure), honesty, interdependence, patience, perspective, resilience, sociability

Acres of Diamonds by Russell Conwell

#love

- Love is the grandest thing on God's earth, but fortunate the lover who has plenty of money.

#character

- The man who has gone through life dividing always with his fellow men, making and demanding his own rights and his own profits, and giving it to every other man his rights and profits, lives every day, and not only that, but it is the royal road to great wealth

#lifehack

- Known demand. That one thing is the secret of success. You must first know the demand. You must first know what people need, and then invest yourself where you are most needed. When you know what people need you have gotten more knowledge of a fortune than any amount of capital can give you

#focus

- Lincoln's rule was this: whatsoever he had to do at all, he put his whole mind into it and held it and held it all there until that was all done. That makes men great almost anywhere

#quotes

- To be great at all, one must be great here, now.

The Charisma Myth by Olivia Fox Cabane

#character

- 3 essential characteristics of charismatic people – presence, power and warmth
- Charisma tips – lower intonation of voice, reduce how often you nod, wait two seconds before speaking
- Charismatic people listen better than anyone – be present and pay attention to what other person is saying, don't interrupt, don't let mind wander

#nonverbal

- Body language accounts for 75% of messages we send
- Composed and powerful people have a higher level of stillness. No fidgeting, less nodding, less “uh huh”

#communication

- Speak in pictures as often as possible (visual metaphors) and as sensory rich as possible
- When delivering bad news or criticism, be very specific, give solutions and do not make it personal – judge the behavior, not the person

#lifehack

- Franklin Effect – if someone does a favor for you they are more likely to like you as they see you as someone they're willing to help. Asking for someone's opinion helps them like you

The Road to Character by David Brooks

#character

- Must aim for a calm, inner cohesion. Not dismayed or blown off track by external calamities. Tend to be reserved but exude a moral glow. Humble, quiet but strong in the face of adversity, get things done, every moment is sacred, make others feel special, can adapt to any social setting or situation, never boast, never absolutely certain, nobody is better than me but I'm not better than anybody else
- The inner struggle against one's own weaknesses is vital for growth and character

#avoid

- Temptations and bad habits are much easier to avoid altogether than to try to moderate

#compounding

- Daily, small self restraints and good habits make huge differences over time. Consistency in mood and character

#balance

- Every flaw comes with its own compensation

The Way We're Working Isn't Working by Tony Schwartz

#breakdown

- Break projects, reading, meetings, etc. down into shorter sprints. This helps you fully engage, get more done in a shorter period of time and at a higher quality. The maximum most people can work at a high

level is 90 minutes, 3.5 times per day. After this point, quality goes down so make sure to take consistent “renewal” breaks to get back your focus

- 1. Renewal periods are so important not only because they recharge us for the 90 minute intense spurts but also because most great ideas come to us when we let go of conscious control and step away from our task

#practice

- Deliberate practice is at the core of excellence. Short bursts with clear and specific goals

#EQ

- Every human on earth strives to be accepted and valued, experience self-expression, feel significant and respected, and work on a team with a shared mission
- Awareness increases our knowledge, and knowledge enriches us. The more we're willing to see, the bigger our world becomes

#lifehack

- Will and discipline are wildly overrated. That's why people struggle so much to make changes that last. Become extremely conscious and intentional about your habits, which you want to change and which you want to develop. Once they become habit, they do not take thought and will not deplete your limited source of will power. Aim to only build 1-2 habits at a time as any more will likely not be productive. The time to “automaticity” of a habit varies with every person and every habit but it is extremely important to build rituals which are precise and specific (set a time, place, deadline, etc. for each habit). Also, focus on positive habits (what you want to do) rather than negative habits (what you resist doing)
- Everyone sees reality through a fixed lens which selectively filters our view of the world.
 - 1. Reflective Lens – ask “what are the facts here?” and “What is the story I'm telling myself about those facts?”
 - 2. Reverse Lens – looking at any given situation through the eyes of your perceived antagonist
 - 3. Long Lens – look out into the future, regardless of what's going on in the present

#learning

- A wealth of information creates a poverty of attention. People do more things than ever but have lost control of their attention. People learn much better when information is delivered in pieces over spaced periods of time. Emphasize doing one thing and doing it well over trying to juggle too many tasks and not doing any of them well. Nobody can truly multitask and it only leads to lower quality work. Aim for absorbed attention rather than “continuous partial attention”

#goals

- Important to clearly and precisely define goals for each role and what success looks like. This increases accountability and quality of work

#character

- Consciousness is king among virtues
- Values and behaviors which fuel us are more subjective and personal and each person has to discover them for themselves. Values are a source of identity, clarity and strength – knowing what you stand for gives you great energy and purpose. You must take the time to stop, think and define what your values

are, consciously cultivate them and ask yourself if your life and behaviors match these values. A good way to define what you stand for is by determining the traits or characteristics which you most dislike in others. Ask yourself as often as possible, “How would I behave in this situation at my best?”

#leadership

- “The core principle is value-driven attentiveness to the needs of followers: supporting, coaching and mentoring them; celebrating their contributions; pushing them to take risks, learn, and grow; and inspiring in them a strong sense of purpose around meaningful goals. Transformational leaders set high standards and encourage those they lead to be less concerned with their personal agendas and more concerned with looking out for one another and for the organization as a whole. Transformational leaders also tend to be focused on “why” – the purpose of their actions. By contrast, conventional “transactional” leaders are more narrowly concerned with “how” – the tactics and steps required to reach any given goal.”
- Every leader should strive to embody “servant leadership” – serve those around you as best as possible and find your highest calling
- Leaders who avoid conflict often cause more harm than those who are more direct – must balance honesty and appreciation

The Social Animal by David Brooks

#hardwork

- Ryne Sandberg’s MLB hall of fame speech is unbelievable. Don’t work hard because want/need validation, work hard because that is what you’re supposed to do. Would be disrespectful to sport, coaches, teammates, uniform not to

#quotes

- “He who has a why can bear almost any how.” – Nietzsche

Wisdom for Daily Living by Bruce Lee

#lifehack

- Reality and perception. There is a difference. The world and our reaction to it

#hardwork

- It’s not the job but how you do it. The reward is in the action, not from it

#persuasion

- Any idea that is constantly held in the mind and emotionalized, begins at once to clothe itself in the most convenient and appropriate physical form that is available

#mindfulness

- Perception is awareness without choice, nonjudgmental observation

#EQ

- To be humble to superiors is duty; to equals is courtesy; to inferiors is nobleness; and to all, safety!

#character

- The good life is a process, not a state of being. It is a direction, not a destination.
- The three things most difficult are: to keep a secret, to forget an injury, to make good use of leisure

#learning

- Defeat is education

The Wisdom of Life by Arthur Schopenhauer

#happiness

- The first and most essential factor in our happiness is our personality, what we are, for it is always with us and shapes everything around us and everything that happens to us. Their personality, what has been bestowed upon them by nature. It is undeniable that lasting happiness and fulfillment comes from the first bucket, from their inner constitutions. External circumstances are worth relatively little because they are shaped by our experiences, thoughts, and ideas that shape the externalities and affect how we respond to them. It is what we are and not what we have that leads to lasting happiness
- The esteem others hold them in is very important to our happiness

#wealth

- Excessive material wealth does little for happiness but we must be able to meet our needs or else we won't have the luxury of time and space to focus on ourselves and what makes us really happy. Excessive wealth leads to so many unintended distractions that you can't focus on what really matters to you. Focus on acquiring culture and gaining knowledge rather than material wealth

#health

- Health accounts more for happiness than nearly any other factor. A sound mind in a sound body is the foundation for all happiness and without which it is very difficult if not impossible to be happy. For great health avoid every excess and exercise regularly – even the trees must be shaken by the wind in order to thrive.

#learning

- The wise man aims for a life free from pain and annoyances and seeks one of leisure and quiet. The less wise a man is, the more apt he is to become bored for when he has nothing to do, his intellect does not turn on and he loses interest in everything around him.

#hardwork

- What is worth doing is hard to do

12 Rules for Life: An Antidote to Chaos by Jordan Peterson

#lifehack

- Having predictable daily routines offsets much chaos, unpredictability and ultimately fear that many people experience – go to sleep and wake up at similar times, have a high protein and fat breakfast. Many difficulties stem from biological imbalance and if we can get our sleep, diet, health in order, we can better manage anything that comes at us

#focus

- What you aim at is what you see. That's worth repeating. What you aim at is what you see. Overtime this accumulates and progresses.

#simplicity

- Rules should not be multiplied beyond necessity. Bad laws drive out the good. Limit the rules and then figure out what is done when one is broken but use the least force necessary to enforce those rules

#learning

- True thinking is really hard and really rare. Thinking can be thought of as a conversation between two or more avatars in your head and you have to be able to take each one of their sides, listen to each one, see how they would play out in your reality and then act on it. What most consider thinking is simply self-criticism disguised as thinking

#character

- Overemphasize who you are becoming rather than who you are. This mindset, while often painful, is the fastest road to growth, fulfillment, and happiness.

Emotional Intelligence: Why It Can Matter More than IQ by Daniel Goleman

#EQ

- Fundamentals of EI (can be summed up with competency)
 - 1. Self-awareness – know what you are feeling and why
 - 2. Self-management (ability to motivate oneself/persistence)
 - 3. Social awareness
 - 4. Ability to manage relationships
- Scolding kids by saying – look how badly you made her feel, is more effective than that was bad. (playing on their empathy) Empathy is biologically ingrained
- How criticism is given and received is extremely important for a relationship

Essentialism by Greg McKeown

#simplicity

- Less but better
- Be the editor of your life – remove things you consider nonessential. Deliberate and disciplined subtraction
- 4 rules of subtraction
 - 1. Cut out options
 - 2. Condense everything you say and do

- 3. Understand your life's overarching intent and what is important for you and make decisions fitting with that
- 4. Edit/do less
- Too many choices, increased social pressures, idea that you can have and do it all have infected us with non essentialist traits
- Must pinpoint constraints/bottlenecks and do everything you can to resolve or improve them. Remove obstacles deliberately instead of reacting to them. Maximum benefit from minimum effort
 - Figure out obstacles by – being clear about desired outcome, define when your goal will have been achieved, identify biggest obstacle(s), even productive actions like research can be obstacles remove primary obstacle

#lifehack

- Explore, eliminate, execute. With clothes, for example, ask if you love it, wear it often and look good in it. Then put clothes that don't meet this into an eliminate pile. And lastly, execute as effortlessly as possible.
- Tasks should meet these criteria – you're passionate about it, good at it and the world needs it
- Establish a morning and night routine where you visualize perfect race, meeting, day, whatever. The consistency cannot be over stressed
- Through habits, make the essential your default mindset which makes things look easy. Routines allow you to do great things on autopilot. Spend a great deal of time consciously deciding what habits and routines you want to form and this will payoff in spades once it all becomes habit. Also creates mental space which allows you to try new and challenging things
- Every habit consists of a queue, routine and reward and in order to change a habit one must change the queue
- If you don't prioritize your life, somebody else will
- Avoid commitment traps and the endowment effect (overvalue why we already own and undervalue what we don't) by pretending you don't own "it" yet and ask how much you'd be willing to pay for it

#communication

- Saying no emphatically but gracefully is very difficult and takes practice. Must get over this fear as it really brings great results and respect from others. In short, learn the art of the slow yes and the quick no

#focus

- WIN – what's important now – gets you to focus on the most important

#compounding

- Certain efforts produce exponentially better results. Important to understand this and be very selective on what you spend your time on

#balance

- Make sure to schedule time for play – an activity you enjoy doing. Done for the means rather than the end. Play is in fact essential and helps spark our creativity

#learning

- Absolutely no shame you have made a mistake – same thing as saying you are now wiser

#incentives

- Create systems that reward small, positive behavior. Think in terms of Minimum viable progress

#quotes

- “Beware the barrenness of the busy life.” – Socrates

Super Brain by Deepak Chopra and Rudolph Tanzi

#mindfulness

- How to expand consciousness – put higher premium on being awake/aware, resist conformity, value yourself, help others, expose yourself to creativity (art, poems, literature, etc), read holy texts, question own beliefs, get past your own ego, aim for highest meaning of own life, can always improve oneself.
- Super brain is detached from the thoughts or feelings the brain is having. I am feeling X, not I am X. And leads to why am I feeling X
- 7 degrees of enlightenment (None of these need to be forced and come at different times for different people): Inner calm, Feeling connected, Empathy deepens, Clarity dawns, Awareness becomes more acute, Truth reveals itself, Bliss grows in your life.

#balance

- 7 Balances (True success comes from balancing these 7 areas) Sleep, Physical, Focus, Time in, Down time, Play, Connection time

Quiet: The Power of Introverts in a World That Can't Stop Talking by Susan Cain

#character

- Introverts – need less external stimulation to function well, work more slowly and deliberately and like focusing on one task at a time, prefer to devote social energies to close friends, family and colleagues, listen more than they talk
- Peter Drucker has found that there are dozens of different personality traits which comprise high performers but charisma tends not to be one of them. Charismatic people often have higher salaries but not necessarily better performance. Many of the best leaders are better described as modest, reserved, humble, gracious, understated
- Introverts recharge alone or with a close friend or two whereas extroverts gain energy through interacting with others

#questioning

- Asking questions one of the best tools you can use to get to know people and gain their trust. Very important in negotiations too

#persuasion

- Strong power beats you up, soft power wins you over

#decisionmaking

Knowledge and Decisions by Thomas Sowell

#lifehack

- Judge people / companies on process / results over their lofty, stated goals; power of incentives, constraints and feedback mechanisms; understanding who the decision maker is is very important; real cost include time price and money price

How We Decide by Jonah Lehrer

#lifehack

- Lehrer argues that when making big decisions, such as buying a car or a house, one should rely on one's emotional brain (gut instincts) since chances are that you have already invested a lot of time and energy into researching these types of decisions. However, small decisions that we make on a daily basis can be aided by our rational brain

#creativity

- From the perspective of the brain, new ideas are merely several old thoughts that occur at the exact same time."

#quotes

- "Tell me what you know. Tell me what you don't know. Only then can you tell me what you think. Always keep these three things separate." - Colin Powell

Diaminds by Mihnea Moldoveanu and Roger Martin

#learning

- Can't directly observe thinking so have to look at what people say and do and then ask "how do you think and how does that lead to your actions, success?"
- Diamind = dialectical mind = a mind that beholds at least two often contradictory ways of seeing the world, gives each its full due, and instead of fearing and fleeing the resulting tension, lives it, embraces it, and comes up with a better way – one that does violence to neither but improves on both

#mentalmodels

- Inner diversity is key – many mental models, see same problem in many different ways. True inner openness comes from a dogged pursuit of inner diversity (comfortable with unknowns, having many mental models)

#communication

- "Mentalese" – language specific to thinking and problem solving
 - 1. Types of problems – simple vs. hard (initial and desired conditions clearly defined and there is a definite process as to how to achieve it; hard problems may be clear but you can't see your way to the solution before actually solving the problem)

- 2. Tame vs. Wicked – tame have been proven over time to be solvable in some way, wicked problems are problems whose initial and desired conditions are subject to change as a function of the very process by which you're trying to solve them
- 3. Solutions – local vs. general (specific (heuristics) vs. adaptable (algorithm). General being better as it is more widely applicable

The Organized Mind by Daniel J. Levitin

#lifehack

- Be adamant about finding ways to externalize your brain as much as possible. This leads you to forget less, be less stressed and gives your brain the space and capacity to focus on truly difficult problems which you enjoy
- Home and work environments are an extension of your brain – make it easy, calm and organized - Have things used often visible, hide otherwise (helps you relax, avoid distractions)
- Jet lag hack – before traveling east, get into sunlight early in the day and before traveling west, avoid sunlight early and expose yourself to bright light in the evening

#simplicity

- Organized mind leads to good, effortless decision-making
- Active sorting, what you need to do right now, is vital for organization, efficiency and productivity

#creativity

- Creativity comes from integration of executive and daydreaming mode

#probstats

- People typically ignore base rates when making decisions
 - 1. Bayes rate – take base rate and relevant information into account before making a decision
 - 2. Decisions must be made with long-term view, use probabilities and expected value over the long-term
 - 3. Don't fall for denominator neglect (ignoring the scale, magnitude of safe car rides whenever we hear of a horrendous crash)
- 10 parameters max for optimal decisions, 5 is optimal though

The Art of Thinking Clearly by Rolf Dobelli

#compounding

- Contrast effect – Have difficulty with absolute judgments as we tend to always compare to something else. People awful at noticing small, gradual changes

#simplicity

- Negative knowledge or knowing what to avoid is much more important than positive knowledge or knowing what to do – via negativa. Eliminate the downside and the upside will take care of itself

Super Forecasting by Dan Gardner and Philip Tetlock

#forecasting

- Best way to improve your forecasting skill – forecast, measure, revise and repeat
- Forecasts must have timelines, explicit definitions, easy to judge, define likelihood of X happening, accountability
- Calibration and resolution are two facets of good forecasting. Calibration – something happens 40% of the time when you predict that. Resolution – confidence and decisiveness
- Post mortems are vital to improve decisions and forecasting
- Super forecasters incrementally update forecasts often as they get better data and weigh relevance and importance of data in updates. Be cautious of under or overreacting to new information.

#breakdown

- Breaking a large, difficult question into smaller answerable questions is a good way to arrive at a good back of the envelope estimate

#learning

- Active open mindedness important. Beliefs are hypothesis to be tested, not treasures to be guarded

#practice

- Effective practice must be accompanied with timely, clear and consistent feedback

#rational

- Be careful not to let feelings and emotions masquerade as rational thoughts

#lifehacks

- People tend to be givers, matchers, or takers and perhaps counterintuitively, givers more often end up on top

#leadership

- When in a leadership position, let people know what you want them to do but not how. Let them surprise you with their ingenuity

Poor Richard's Almanack by Benjamin Franklin

#compounding

- Little strokes, fell great oaks

#rational

- Hear Reason, or she'll make you feel her

#hardwork

- Well done is better than well said
- Would you live with ease, do what you ought, and not what you please

- A quiet conscience sleeps in thunder, but rest and guilt live far asunder

#EQ

- Anger is never without a reason, but seldom with a good one

#quotes

- "A little house well fill'd, a little field well till'd, and a little wife well will'd, are great riches" - Ben Franklin
- "If you would not be forgotten, as soon as you are dead and rotten, either write things worth reading, or do things worth the writing" - Ben Franklin
- "Reading makes a full man – meditation a profound man – discourse a clear man" - Ben Franklin
- "The poor have little – beggars none; the rich too much – enough not one" - Ben Franklin
- "A wise man will desire no more than what he may get justly, use soberly, distribute cheerfully and leave contentedly" - Ben Franklin
- "He that won't be counsell'd, can't be help'd" - Ben Franklin

#character

- We keep the vices of others in sight; our own we carry on our backs
- Praise little, dispraise less
- Love your enemies, for they tell you your faults
- A long life may not be good enough, but a good life is long enough

#adapt

- How few there are who have courage enough to own their faults, or resolution enough to mend them!
- Men take more pains to mask than mend

#wealth

- Wealth is not his that has it, but his that enjoys it
- As pride increases, fortune declines

#leadership

- You may be too cunning for one, but not for all

#lifehack

- Keep conscience clear, then never fear
- It is not leisure that is not used

#EQ

- Friendship increases by visiting friends, but by visiting seldom

#learning

- Who is strong? He that can conquer his bad habits
- The wise and brave dares own that he was wrong
- Wise men learn by other's harms; fools by their own

- What signifies knowing the names, if you know not the nature of things

#communication

- A good example is the best sermon

The Brain That Changes Itself by Norman Doidge

#adapt

- People are able to survive in an ever changing world due to our brain's ability to adapt to anything we throw at it
- Pushing the brain by trying new things and learning increases connections and the potential of the brain
- Experience and culture both change the brain, it's mapping and how it functions

#learning

- Experts tend to use long term rather than short term memory to solve problems. They don't memorize facts as much as novices do, rather they remember key steps which can be broadly applied
- What you learn can only be as clear as the original message – don't multitask or split your attention if you truly want to learn something

#love

- Being in love is big a satisfying feeling not only because it helps us feel great, but also because it makes it harder to feel bad

#connected

- Easterners and westerners tend to perceive things differently – easterners see things more holistically whereas westerners perceive things more in isolation

Poor Charlie's Almanack by Peter Kaufman and Charlie Munger

#hardwork

- The safest way to get what you want is to try to deserve what you want
- The best way to avoid envy, recognized by Aristotle, is to plainly deserve the success we get
- Do the job right the first time no matter how small and be responsible

#focus

- Munger able to focus completely on the task at hand – zoning out anything else going on around him

#simplicity

- The fundamental organizing ethos – use and rank disciplines in order of fundamentals, master to rested fluency and routinely use the truly essential parts of chemistry, math, physics and engineering, must explain things in the simplest way (may not be the discipline you are most comfortable with), if step 3 doesn't work you must hypothesize and test to establish new principles
- "Simplicity is the end of long, hard work, not the starting point." – Frederick Maitland

#lifehack

- Engage in routines that help you maintain objectivity
- To cope with challenges – set expectations low, have a sense of humor, learn to live with change and adapt to it and surround yourself with the love of friends and family
- In a career look for 3 things – don't sell anything you wouldn't buy yourself, don't work for anyone you don't respect or admire, work only with people you enjoy.
- His most basic guiding principles, his fundamental philosophy of life: preparation, discipline, patience, decisiveness

#compounding

- Honesty and integrity are vital and in the long run pay amazing dividends

#learning

- Schools must interweave classes so that they combine multiple disciplines in their teachings to give students a more complete education
- Can't simply know isolated facts, they must hang together on a "latticework" of theory

#investing

- In investing, need the mental models of math, accounting, always communicate the why with yourself and others, engineering, biology/physiology, psychology (especially of misjudgment)

#scale

- Microeconomics, advantages of scale are ungodly important (geometry, information advantage, social proof, specialization)

#leadership

- Management matters but if you have to bet on business momentum or the managers, bet on momentum

#mentalmodels

- The best and most practical wisdom is elementary academic wisdom but you must think in a multidisciplinary manner

#incentives

- Taking opportunity costs into consideration and understanding the nature of incentives are superpowers

#quotes

- "I'd rather be generally right than precisely wrong" - Charlie Munger

#systems

- There is not enough attention placed on virtue and vice effects – set up the system so that it is hard to cheat

- You must take into consideration second and third order consequences
- All human systems are gamed – Niederhoffer

#communication

- Ricardo's law of comparative advantage is very important – even if can do all the work more cheaply, main focus should be on why you can make cheaper/better than anybody else

#love

- There's no love so right as admiration based love and such love should include the instructive dead (stand on the shoulders of giants)

#EQ

- "Generally speaking, envy, resentment, revenge and self pity are disastrous modes of thought...self pity is always counterproductive. It's the wrong way to think. And when you avoid it you get a great advantage over everybody else..."

#persuasion

- You must eliminate the self serving bias and take it into account when dealing with others. Appeal to people's interest and not their reason, even when your motives are lofty

How Doctors Think by Jerome Groopman

#questioning

- How a doctor asks and responds to questions is key to making a patient feel safe and allowing them the space to open up and engage

#learning

- It is very important to keep a log of your mistakes and to revisit them often, keeping them top of mind and hopefully learning from that mistake so a similar one doesn't happen again

#incentives

- Make sure incentives are aligned. Prescription drugs, surgeries and other expensive therapies are often pushed on customers even when not needed or appropriate. Ask how time tested the procedure it is, how common it is, if it's standard, etc.

The Checklist Manifesto by Atul Gawande

#learning

- In realms where we can control the situation, people often fail for two reasons – ignorance and/or ineptitude. Ineptitude is growing in today's world as information is become ubiquitous

#complexity

- 3 types of problems – simple (instructions), complicated (tough but once done can be repeated) and complex (expertise helps but outcome is always uncertain)
- Teamwork is vital in complex situations – simply discussing what might go wrong helps performance

#lifehack

- 5-9 items and about 60-90 seconds to review the checklist - Easy to read, focus on steps most often skipped, 1 page max, no unnecessary colors. They are not meant to be how-to guides

The Elephant in the Brain: Hidden Motives in Everyday Life by Kevin Simler

#character

- The most honest signals are expensive to produce but even more expensive to fake.
- The most important self deception is about our own motives.
- Charity, like everything else discussed, is not done for pure charitable reasons or else people would donate differently. There are five main factors which influence what we do and how we give it including: visibility, peer pressure, proximity, relatability, and mating motives. Being generous signals that we have a surplus of wealth time and fitness and we want our leaders to be generous because it shows that they don't play zero-sum games, that they know how to share, and that they are socially aligned

#rational

- We don't always know the "why" behind what we do but we always think we do. We can rationalize anything we do The brain can be thought of as a press secretary – giving internal and external interpretations of the experiences. Your brain is not the king of decisions like we'd like to think, but merely the rationalizer of them. Every time we give a reason we may just be making it up. We know ourselves less than we think. We cherry pick and celebrate our most pro social reasons and hide away the anti social ones

#nonverbal

- Body language is an honest signal and is it the sense that it is more costly to fake them produce so we can use it effectively and should rely upon it in many different situations to get a better feel for how others are feeling rather than relying on what they're saying. Eye contact (an even ratio of eye contact while listening and speaking conveys dominance and high social status), open postures, contact, lean in or back, pheromones, proximity, touch, how relaxed we seem, social status, and more. The beauty of nonverbal communication is that it allows us to pursue illicit agendas with a smaller risk of getting caught and accused as the actions are harder to pin down than outright actions are.

Team of Teams: New Rules of Engagement for a Complex World by General Stanley McChrystal

#connected

- Team of teams – a large unit which captures at scale the traits of agility and adaptability normally limited to smaller teams
- Aimed to scale the adaptability and cohesiveness typical of small teams up to the enterprise level. This involves creating a "team of teams" to foster cross silo collaboration. This way the insights and actions of many teams and individuals can be harnessed across an organization. Innovation and problem solving become the products of teamwork, not a single architect. Doing this requires increasing

transparency to ensure common understanding and awareness, changing the physical space and personal behaviors to establish trust and foster collaboration, decentralize and empower individuals to act as decisions are pushed downward which allows members to act quickly. This concept also changes the traditional concept of a leader – the leader now becomes in charge of creating the broader environment to facilitate the above mentioned instead of being a command and control, micromanaging leader

#communication

- Due to technology and communication advancements, everyone can be a more effective collaborator and this makes the ability to react quickly and adapt more important than ever before
- Shared consciousness – extreme transparency and effective communication which helps each team be up to date and connected with what the rest of the teams are doing

#complexity

- Complexity – Things that are complex (living organisms, ecosystems economies) have a diverse array of connected elements that interact frequently. Because of the density of linkages, complex systems fluctuate extremely and exhibit unpredictability (chaos theory!) and a small disturbance in one place can trigger a series of responses that build into unexpected and severe outcomes in another

#compounding

- Nonlinearity – Humans feel at home with linear functions. Nonlinear functions, on the other hand, make us very uncomfortable as they defy our intuitive understanding of growth and scale. Initial differences in the base or slight increases or decreases in the exponent have massive consequences

#learning

- One of the toughest things to do is to unlearn how you thought the world works

#adapt

- Must deeply understand and adapt to your environment

Smarter, Faster, Better by Charles Duhigg

#lifehack

- Motivation becomes easier when we transform a chore into a choice. Doing so gives us a sense of control
- Self-motivation becomes easier when we see our choices as affirmations of our deeper values and goals

#leadership

- If you are leading a team, think about the message your choices reveal. Are you encouraging equality in speaking, or rewarding the loudest people? Are you showing you are listening by repeating what people say and replying to questions and thoughts? Are you demonstrating sensitivity by reacting when someone seems upset or flustered? Are you showcasing that sensitivity so other people will follow your lead?

- Good managers – are good coaches, empower others and do not micromanage, express interest and concern in subordinates' success and well-being, are results oriented, listen and share information, help with career development, have a clear vision and strategy, have key technical skills
- Group norms play a critical role in shaping the emotional experience of participating in a team – freedom to speak up, free to expose vulnerabilities, suggest ideas without fear of retribution, no harsh judgments. All behaviors which create a sense of togetherness while also encouraging people to take a chance (psychological safety)

#focus

- In the age of automation, knowing how to manage your focus is more critical than ever before (deep work – chunks of time where you focus on one task without interruption)

#goals

- You need a stretch goal, something to spark big ambitions and you need a SMART goal (specific, measurable, achievable, realistic, (reasonable) timeline), to help you form a concrete plan
 - 1. At the top of to-do lists, write the overarching ambition, what you are working toward in the long-term and underneath describe a subgoal and all its SMART components, forcing self to come up with a plan and be more likely to achieve your goal
 - 2. Stretch goals are jolting events that disrupt complacency and promote new ways of thinking – fine line between a goal which is too big and crushes morale and one which inspires

#forecasting

- Envision multiple futures and then force yourself to figure out which ones are most likely and why (probabilistic thinking). By anticipating futures, you are much better prepared to make wiser decisions

#prostats

- Probabilistic thinking is the ability to hold multiple, conflicting outcomes in your mind and estimate their relative likelihoods. The most successful are most comfortable admitting to themselves what they don't know

#creativity

- Creativity is simply connecting things – taking old ideas but combining them in ways never thought of before
- So much of the creative process relies on achieving distance and not becoming overly attached to your creation

#learning

- There is a huge difference between finding an answer and understanding what it means

#breakdown

- Ability to digest large amounts of information by breaking it into smaller pieces is how our brains turn information into knowledge

#creativity

Creativity, Inc. by Ed Catmull

#leadership

- Best managers make room for things that cannot see, must loosen the control (not tighten it), and encourage candor
- When good situations coexist with bad, people are unlikely to complain as they'll be labeled complainers. Watch out for these situations and be proactive in getting a constructive feedback from people
- Hallmark of a great organization is people feeling the freedom to be honest and candid. Lack of candor, over time, will degrade team dynamics and quality of work

#hardwork

- Finding and fixing problems is everybody's job

#happiness

The Power of Positive Thinking by Norman Vincent Peale

#happiness

- Great tips – Come up with a successful mental image of yourself and never let it go, override a negative thought immediately with a positive one, do not build up obstacles, do not be awestruck or try to copy anyone, get a great mentor/counselor, make a true estimate of your abilities and then raise that bar 10%, if you do all you can everything will work out
- Way to happiness – keep your heart free from worry, live simply, expect little and give much, fill your life with love, scatter sunshine. Forget self and think of others. Do as you would be done by

The Happiness Hypothesis by Jonathan Haidt

#love

- Passionate and compassionate love. Passionate love is euphoric but doesn't last long and compassionate love focuses on the good of the other. True love is compassionate love with spurts of passion

#adapt

- Wiser people are able to either adapt, shape their environment and/or know when to move to a new environment

#learning

- Wisdom comes from tacit knowledge instead of explicit knowledge

#happiness

- Love and having the right goals is very important for happiness

#goals

- Get more joy from making progress towards goals than actually achieving the goals

10% Happier by Dan Harris

#mindfulness

- Meditation helps quiet the “surge of habitual impulses” which so many of us simply fall prey to and obey
- Through meditation, you don’t feel different feelings, you simply learn to detach from them. Detachment allows for space between stimulus and response

#EQ

- Key is not to get carried away by desire, but to manage it with mindfulness and wisdom
- In the real, competitive world, “hide the zen” or else people will take advantage of you. Can feel the calm inside but don’t need to show others or be too conspicuous with it
- Nonattachment to the result, not the process. Be ambitious!

The Happiness Advantage: The Seven Principles that Fuel Success and Performance at Work by Shawn Achor

#happiness

- When we train our brains to constantly look for and focus on the positive, we profit from three of the most important tools available to us – happiness, gratitude and optimism
- The Happiness Advantage – because positive brains have a biological advantage over brains that are neutral or negative, this principle teaches us how to retain our brains to capitalize on positivity and improve our productivity and performance
 - 1. Meditate
 - 2. Find something to look forward to
 - 3. Commit conscious acts of kindness
 - 4. Infuse positivity into your surroundings
 - 5. Exercise
 - 6. Spend money on other people and experiences (but not on stuff)
 - 7. Exercise a signature strength (do what you’re good at)

#adapt

- The trick is to stop thinking of the world as fixed when reality is, in truth, relative.

Solve for Happiness: Engineer Your Path to Joy by Mo Gawdat

#happiness

- Happiness = perception – expectations (of situations, people, work, etc...)
- People tend to be happy when life seems to be going their way and unhappy when reality doesn’t match their hopes or expectations
- True happiness comes when you are in perfect harmony with life and have the proper expectations. At this point, all thought and mental chatter is made irrelevant as you know bumps will come in life and you deal with them with equanimity as they are expected

#love

- The true joy lies in giving it. The more you give the more you get and the more it will be attracted to you. Love everything and everyone. Love yourself. Be kind and spread your gifts selflessly and without expectation of getting anything in return

#EQ

- Forgiving is the ultimate form of giving

#lifehack

- 6 illusions
 - 1. Thought – you are not your thoughts and it is important to detach self and happiness from thoughts. Reduce this voice, this mental chatter.
 - 2. Self – You are neither your inner voice, body, emotions, achievements, or possessions. You are simply the observer
 - 3. Knowledge
 - 4. Time – Don't be a slave to time. Always be in the present, it is the only thing that exists, don't think too much about the past or future
 - 5. Control – don't try to control things but find things which feel effortless to you – this is what is right for you. Effort needed to live our life grows exponentially which is why it is so important to simplify and surrender. Life can be easy but we make it difficult. Search for the path of least resistance
 - 6. Fear – The damage you do thinking about your fear is almost always worse than simply facing it.

#health

Born to Run by Christopher McDougall

#health

- Running technique:
 - Knees high, toe down, short strides, feet land directly beneath you, heels flip back
 - Forearm parallel to the ground and pumping like Rock 'em Sock 'em robots. You are the only bi-ped without a tail and the arms provide stabilization
 - In slow motion foot looks like a swan landing on water, with toes splayed.
- Pronation is good – meaning you land on the outside of your foot and rotation ends on your big toe. This is a mild twist that provides shock absorption.

Why Zebras Don't Get Ulcers by Robert Sapolsky

#mindfulness

- Our bodies and minds truly do not know the difference between actually experiencing a stressor or merely thinking about them. Be mindful of your thoughts
- When situations differ from what's expected, even if less stressful than an average situation, it leads to higher levels of stress. Also, stress levels rise accordingly relative to what you're used to

#EQ

- Learned helplessness, where you believe that trying is of no use since “nothing ever works out for you,” is associated with higher levels of depression

- People with a strong internal locus of control are much less likely to get depressed

#health

- Being poor and of a lower social economic standing is associated with higher rates of disease. How poor you feel Relative to those around you more important than your absolute level of poor. More important if you feel poor than are actually poor
- Active touching by loved ones is absolutely vital for an infant to grow up normal and healthy. Stressors are not only what happens to you but may also be something which is taken away or is not provided.
- Acupuncture has real effects on lessening pain and the placebo effect is very strong in helping dull pain as well

#learning

- Intermittent reinforcement extremely effective. The element of surprise and control helps in this context if the effects are positive

Grain Brain: The Surprising Truth About Wheat, Carbs and Sugar – Your Brain's Silent Killers by Dr. David Perlmutter

#health

- Recommendations – eat more veggies, brush your teeth, sweat and exercise regularly, rest a lot, don't smoke, laugh more, avoid all gluten, limit carbs to less than 60g per day where most of your calories are coming from high quality fats and proteins (grass-fed, local, etc)
- Believes shift from high-fat, low-carb to low-fat, high-carb diet is causing many of our modern diseases such as chronic headaches, insomnia, anxiety, depression, epilepsy, schizophrenia and ADHD
- Exercise spurs the generation of new brain cells as well as build new networks. Makes neurons more nimble and able to multitask
- Body's natural response to stress is swelling and inflammation. A great survival strategy as it lets us know when something is wrong. However, chronic inflammation is where you get into trouble and can lead to long-term health issues. Diet and exercise top ways to fight and reduce inflammation
- A slice of whole wheat bread has a Glycemic Index (GI) score higher than a tablespoon of sugar. GI is a measure of how quickly blood sugar levels rise after consuming something
- Can reprogram body to be mentally sharp and a fat burning machine by limiting carbs to the minimum and substituting with high quality fats and proteins
- The carbs that trigger the biggest surge in blood sugar are typically the most fattening since it increases production of insulin from the pancreas: Refined flour (bread, cereal, pasta), starches (rice, potatoes, corn), liquid carbs (soda, fruit juice, beer)
- Caloric restriction (calorie reduced diets by 30%) has many positive health benefits such as reduced incidents of neurodegenerative diseases
- Intermittent fasting also very beneficial (see Dave Asprey's Bulletproof Diet and infographic)
- 4 goals – shift body from relying on carbs for fuel and add brain-boosting supplements, incorporate a fitness routine, work on getting great sleep and establish new, healthy habits for life

Body by Science by Doug McGuff and John Little

#health

- The Big Five Workout – Machines

- 1. Seated Row – make sure to keep your wrists and elbows in line and pull to your lower sternum
- 2. Chest Press – do not let elbows get too low – just about as far as they could go if you were doing the press on the ground
- 3. Pulldown – arms in front of you, using an underhand grip, with hands a little narrower than shoulder-width and bring down to the top of your chest and hold for 3-5 seconds and “slump” into the contraction (bring shoulders down towards hips in a linear fashion). As handles are heading back overhead, imagine moving hands outward in a horizontal plane – loads lats more effectively
- 4. Overhead Press – move arms overhead with hands in front of you rather than at your side and with palms facing each other. Be cautious of arching the back and putting it in a vulnerable position
- 5. Leg Press – the farther the angle is from linear, the less resistance you are moving. Should start in a position so that your thighs are perpendicular to the ceiling with knees bent as close to 90 degrees as possible. When pushing out, do not completely lock your legs and do not grip handles too hard as this can drive up blood pressure necessarily high
- The Big Five Workout – Free Weights
 - 1. Bent over barbell row – shoulder width grip, overhand grip (palms facing you) and pull so that it touches your upper abdomen and pause briefly in this position
 - 2. Standing overhead press – shoulder width grip, palms facing away, do not fully lockout arms at the top and lower to your shoulders
 - 3. Dead Lift – bend legs imagining that you are sitting in a chair, arms perfectly straight with shoulder width grip, with palms facing you or and over/under grip
 - 4. Bench Press – do not lock out arms at the top
 - 5. Squat – set the safety pins of the rack so it matches with a 90 degree bend of your knees – this is your bottom position, slowly raise up and repeat for your TUL
- A natural diet and non-processed helps with thermic cost of digestion (eating lean meats, fruits and veggies forces the body to consume more calories to digest this food) and keeps insulin levels lower

Beyond Training: Mastering Endurance, Health and Life by Ben Greenfield

#mindfulness

- Top stress management techniques – deep breathing, mindfulness meditation, Yoga, tai chi, coherence, hobby outside of exercise and normal routine, and sleep

#health

- Much more beneficial to spend most training time below threshold and a small portion much above – HIIT or polarized training
- Recommends 0.3-0.7 gram protein per pound
- Mobility so important and Active Release Therapy, dynamic stretching and traction are great way to improve mobility
- Balance very important for efficiency and avoiding injury. Avoid EMF, minimalist footwear, balance on one leg
- Ideally get 7.5-9 hours of sleep plus a 20-60 minute nap per day
- For the average athlete he recommends a diet of 20% carbs, 65% fats and 15% protein
- A big proponent of the ketogenic diet (body burns fat instead of carbs). This takes some time for the body to get used to but leads to great health, energy, focus. If want to try the ketogenic diet, aim for a diet of 80-90% fat calories, 10-15% protein and 5-10% carbs (eaten at night)

- Gut discomfort has some main contributors – gluten, fodmap (foods which leave a lot of residue in the gut such as garlic, onion, fruit with high fructose, beans, wheat, dairy), low enzyme activity, insufficient gut bacteria, too much gut bacteria, yeast/fungus/parasites
- Should detox once per year at least – eat clean, avoid stress, sauna, sublingual glutathione spray, greens supplement (chlorella and spirulina), activated charcoal, avoid alcohol, 3 day fasts
- Avoid before a race – fodmap foods (wheat, dairy, high fermenting foods like apples and pears), excessive caffeine (more than ~ 150mg), artificial sweeteners, high amounts of fiber, heavy foods like sweet potatoes
- Eat before a workout or race – blended and juiced foods, moderate caffeine (.5mg per lb or about 1 small cup of coffee), some carbs (like 100g or 2 cups of white rice with some sea salt and MCT), fats (like MCT, coconut oil/butter), hydrolyzed whey protein or bone broth (something easier to absorb than steak/eggs)

#lifehack

- Productivity tips – use “bucket” days instead of to-do lists (only do a certain activity on a given day), eliminate tv, no newspaper or news, eat simply, outsource (craigslist, fancy hands, elance, 99 designs, task rabbit, hoot suite), chunk emails and don’t give away address too often, “push” only email on phone, remove distractions, learn how to say no, avoid snacking, aggregate content, doing the toughest thing first, clear mind by outsourcing your brain (Evernote, buckets, etc.)
- Brain hacks – nootropics (vitamin D but daily sunlight can’t be beaten, vitamin K2, fatty acids, MCT oils, caffeine (100 mg or about 1 cup coffee), l-phenylalanine, creatine, carnitine, Alpha lipoid acid, huperzine), light therapy (limit blue light in the evening, morning sun exposure, binaurals, transcranial direct current stimulation, pulse electromagnetic frequency (PEMF – earth pulse for example), neurofeedback (upgraded self brain trainer, journey to the wild divine game, em wave 2), brain aerobics (sudoku, crossword, must have novelty and variety), chewing gum (peppermint), aerobic exercise, music (listening and learning),
- 10 rules for becoming an ancestral athlete – change your lens (health vs. performance of any new exercise, supplement, diet, etc.), be uncomfortable (many things in life benefit from volatility and pain), be comfortable (make sure to rest and recover), work (constant movement is essential – long walks, pull up bars in office, etc.), optimize fertility, eat natural foods, detox a couple times per year, use new tech and science to your benefit, keep a clear head (doing one thing at a time and do a great job, the first time), worry less

How Not to Die by Michael Greger

#health

- Beans - Black beans, black-eyed peas, cannellini, chickpeas, edamame, peas, kidney, lentil, miso, pinto, tempeh 3 Servings
- Berries - 1. Acai, barberries, blackberries, blueberries, cherries, grapes, cranberries, goji, raspberries, strawberries 1 Serving
- Other Fruits - 1. Apples, avocados, bananas, dates, figs, lemons, limes, mangoes, peaches, pears, plums, pomegranates 3 servings
- Cruciferous Veggies - 1. Arugula, box choy, broccoli, Brussels sprouts, cabbage, cauliflower, collard greens, horseradish, kale, mustard greens, radishes, turnip greens, watercress, spinach, swiss chard (avoid alfalfa sprouts) 1 serving
- Other Veggies - 1. Artichokes, asparagus, beets, bell peppers, carrots, garlic, mushrooms, onions, purple potatoes, pumpkin, squash, sweet potatoes, tomatoes, zucchini 1 serving

- Whole Grains - 1. Barley, brown rice, buckwheat, millet, oats, popcorn, quinoa, rye, teff, whole wheat pasta, wild rice 3 servings

#economy

Free to Choose: A Personal Statement by Milton Friedman

#society

- Sovereign has only 3 duties – protecting society from violence or invasion of other societies (army), protecting individual members from other individual members (police), erect and maintain certain public institutions (Adam Smith meant this quite narrowly but it has grown – highways, pollution) and should help rule out much government intervention

Boomerang: Travels in the New Third World by Michael Lewis

#wealth

- Real estate bubbles never end with soft landings. A bubble is inflated by nothing firmer than people's expectations. The moment people cease to believe that house prices will rise forever, they will notice what a terrible long-term investment real estate has become, and flee the market, and the market will crash.
- "There is an iron law of house prices," he wrote. "The more house prices rise relative to income and rents, the more they will subsequently fall."

#society

- The global financial system may exist to bring borrowers and lenders together, but, over the past few decades, it has become something else, too: a tool for maximizing the number of encounters between the strong and the weak, so that the one might exploit the other.

Modern Monopolies by Alex Moazed and Nicholas Johnson

#incentives

- Most important aspect to get right is the core transaction – the set of actions producers and consumers must complete in order to exchange value. Facilitating the core transaction is the way that platforms create value
- At a high level, the core transaction has the same basic set of four actions
 - 1. Create – a producer creates value or makes it available to be consumed through the platform
 - 2. Connect – in every transaction, one user takes an action that sparks the exchange by connecting with the other party
 - 3. Consume – once consumers find the right match, they can consume the value created by the producer
 - 4. Compensate – consumers create value for the producer in exchange for what they consumed
 - 1. There is more than money to compensate – likes, reviews, ratings, shares, comments, follows, etc.

#society

- Tools and Services

- 1. The distinction between tools and services has to do with what a platform chooses to centralize. Tools are self-service and decentralized. Anyone can use them and they don't require ongoing involvement or assistance from the platform. Tools typically include much of the technology and software products that will help users create value connect with each other
- 2. Services are centralized, and require continued involvement from the platform. Customer support is the most common example and it's a service most platforms have to offer

#connected

- Connected Revolution – Four key changes flipped the world of business strategy in the late 2000s – the democratization of processing power, the declining cost of communication, the rise of ubiquitous connectivity and sensors and growing returns to scale on data analysis
- Network effects ladder – the five steps on the ladder dictate the quality of platform's network: connection, communication, collaboration, curation and community

Zillow Talk: The New Rules of Real Estate by Spencer Rascoff and Stan Humphries

#wealth

- Unlike what most people think, when a home is for sale is not black and white. Many people are willing to sell their home even if it is not on the market if the price is right
- Real estate mantra of location, location, location should be changed to future location, future location, future location
 - 1. Easiest way to find a hot spot is to look at a neighborhood that has already taken off and trying to spot patterns and similarities
 - 2. Adjacent areas to city center grow quickly in value due to what they term a halo effect
 - 3. Better real estate strategy is to buy home outside of the premier neighborhoods
 - 4. Gentrification (new wealth kicking out current, less wealthy residents) is more powerful than the halo effect. Neighborhoods that are likely to gentrify if they have older homes, low home ownership rates and some access to more popular neighborhoods
 - 5. Starbucks is a great leading indicator of rising home appreciation
- The greatest indicator for a neighborhood that would one day strongly appreciate in value was the age of its housing stock. The older the average home is, the more likely a given neighborhood will see strong appreciation
- The conventional wisdom of "buying the worst house in the best neighborhood" is actually bad advice. Instead, buy the worst house in the hottest neighborhood
 - 1. Buy a house not in the bottom 10% of the nicest neighborhood you can afford
- Great school districts boost property values and high property values boosts school quality – creating a virtuous circle
- Inspectors – reviews are a major differentiator, try before you buy (ask to see old homes they've bought or sold), first impressions matter and attend the inspection in person
- Renovating bathroom, mid-range windows adds the most value to homes where kitchen and basement renovations tend to lose money
- Homes listed during the last 2 weeks of March tend to sell faster and for more money. However, always list after the first major influx of new listings of the year (bringing your listing to the top when people start searching more in early summer)
- Street maxims – a street with a name sells for more on average than numbered streets, Lake St. is better than Main St. (less common), suffixes matter (Dr. vs. Pl. vs. Ct.)

Matchmakers: The New Economics of Multi-Sided Platforms by David Evans and Richard Schmalensee

#wealth

- Platforms have to take into account the relative pricing on all sides of the platform, how much to charge and how much to earn on each side relative to the other side. One side tends to be subsidized and figuring out the price structure is crucial. They can often make more overall profit by actually losing money on one side. Price sensitivity, whether to charge access or usage fees or both are important to consider. Charge those who are least price sensitive

#risktaking

Buffett and Munger: A Study in Simplicity and Uncommon, Common Sense by Peter Bevelin

#avoid

- It is better to try to be consistently not stupid than to be very intelligent

#goals

- Knowing what you ultimately want to accomplish makes it easier for you to decide what is and is not important

#questioning

- Good question for field you know little about – “can you give me a very simple example and explanation for what you’re talking about?”

#learning

- It’s simple, to be a winner, work with winners – get great management and let them do their thing if you can detach yourself temperamentally from the crowd, you’ll end up being very successful
- What is important and knowable? Ignore the rest

Seeking Wisdom: From Darwin to Munger by Peter Bevelin

#quotes

- “Life is long if we know how to use it.” – Seneca
- “Wise men profit more from fools than fools from wise men; for the wise men shun the mistakes of the fools, but fools do not imitate the successes of the wise.” – Cato
- “Never express yourself more clearly than you are able to think.” – Niels Bohr
- “Wise men talk because they have something to say; fools, because they have to say something.” – Plato
- “There is nothing wrong with changing a plan when the situation has changed.” – Seneca

#learning

- Advice from Munger – can learn to make fewer mistakes than others and how to fix your mistakes faster when you do make them. Were the factors that really govern the involved, rationally considered and what are the interests subconscious influences where the brain at a level is subconscious automatically doing these things – which by and large are useful, but which often mis function. And,

take all the main models from psychology and use them as a in reviewing outcomes in complex systems checklist

- Hold off on important decisions when you have just gone through an emotional experience
- Learn from other's mistakes
- Learn the big ideas that underlie reality and develop good thinking habits (namely, objectivity)
- Good consequences don't necessarily mean you made a good decision and bad consequences don't necessarily mean you made a bad one

#forecasting

- Base decisions on current situations and future consequences
- Deciding to do nothing is also a decision. And the cost of doing nothing could be greater than the cost of taking an action

#persuasion

- Any reason, no matter how flimsy, often helps persuade others

#communication

- 5 W's – A rule for communication – must tell was going to do who what, where, when and why.

#avoid

- Causes of Misjudgment/Mistakes - Questions to ask yourself: What worked well? What should I do differently? What did I fail to do? What did I miss? What must I learn? What must I stop doing?
 - 1. Systems Thinking - Failing to consider that actions have both intended and unintended reactions and consequences. Includes failing to consider secondary and higher order consequences and inevitable implications
 - 2. Scale and limits - Failing to consider size, likely breakpoints, critical thresholds or limits and constraints, as a system's performance is often constrained by its weakest link
 - 3. Causes - Mistaking an effect for its cause, believing cause resembles its effect – a big effect must have a big, complicated cause
 - 4. Numbers and their meaning - Looking at isolated numbers and failing to consider relationships and magnitudes. Underestimating the effect of exponential growth
 - 5. Probabilities and number of possible outcomes - Underestimating the number of possible outcomes for unwanted events. Includes underestimating the probability and severity of rare or extreme events. Judging financial decisions by evaluating gains and losses instead of final state of wealth and personal value
 - 6. Scenarios - Overestimating the probability of scenarios where all of a series of steps must be achieved for a wanted outcome. Also, underestimating the opportunities for failure and what normally happens in similar situations. Not adding a factor of safety for known and unknown risks
 - 7. Coincidences and miracles - Looking for meaning, searching for causes and making up patterns for chance events, especially events that have emotional implications
 - 8. Reliability of case evidence - Overweighing individual case evidence and under-weighting the prior probability considering the base rate or evidence from many similar cases, random match, false positive or false negative and failing to consider relevant comparison population
 - 9. Misrepresentative evidence - Overestimating evidence from a single case or small or unrepresentative samples. Underestimating the influence of chance in performance (success

and failure). Only seeing positive outcomes and paying little or no attention to negative outcomes and prior probabilities

#rational

- 12 Tools for rational thinking
 - 1. Models of reality - Considering many ideas help us achieve a holistic view. No single discipline has all the answers – need to consider mathematics, physics, chemistry, engineering, biology, psychology and rank and use them in order of their reliability
 - A model is an idea that helps us better understand how the world works. Helps explain “why” and predict “how” people are likely to behave in certain situations. A valuable model produces meaningful explanations and predictions of likely future consequences where the cost of being wrong is high
 - 2. Meaning - Truly understand something when “without using the new word which you have just learned, try to rephrase what you have just learned in your own language.” Use ideas and terms people understand, that they are familiar with and can relate to
 - 3. Simplification - Make problems easier to solve. Eliminate everything except the essentials – break down a problem into its components but look at the problem holistically – first dispose of the easy questions. Make fewer but better decisions by knowing what to avoid as it's often simpler to prevent something than to solve it
 - Dealing with what's important forces us to prioritize. There are only a few decisions of real importance. Don't bother trying to get too much information of no use to explain or predict
 - 4. Rules and filters - Filters help us prioritize and figure out what makes sense. When we know what we want, we need criteria to evaluate alternatives. Try to use as few criteria as necessary to make your judgment. Then rank them in order of their importance and use them as filters
 - Is it good? Do I understand it? Will it help me in the future? What's its value?
 - 5. Goals – clearly defined, focused on results, concrete, realistic and logical, measurable, tailored to individual needs and subject to change. Goals need target dates and controls stations measuring the degree to which the goal is achieved
 - Always ask – What end result do I want? What causes that? What factors have a major impact on the outcome? What single factor has the most impact? Do I have the variable(s) needed for the goal to be achieved? What is the best way to achieve my goal? Have I considered what other effects my actions will have that will influence the final outcome?
 - 6. Opportunity cost – every minute we choose to spend on one thing is a minute unavailable to spend on other things. Every dollar we invest is a dollar unavailable for other available investments
 - 7. Consequences - Different alternatives have different consequences in terms of costs and benefits. Estimate the net long-term effects over time and how desirable these are compared to what we want to achieve
 - 8. Quantification - We need to understand what is behind the numbers. How can you evaluate if a decision is intelligent or not if you can't measure it against a relevant and important yardstick?
 - 9. Evidence - Past record is the single best guide. Evidence helps us prove what is likely to happen or likely to be true or false. Evidence comes from facts, observations, experiences, comparisons and experiments
 - Occam's Razor – if we face two possible explanations which make the same predictions, the one based on the least number of unproven assumptions is preferable, until more evidence comes along

- The following questions help decide if past evidence is representative of the future – observation (will past/present behavior continue?), explanation (why did it happen in the past or why does it happen now?), predictability (how representative is the past/present evidence for what is likely to happen in the future?), continuation and change (what is required to make the past/present record continue or to achieve the goal?), certainty and consequences (how certain am I?)
- 10. Backward thinking - The mental habit of thinking backward objectivity – because forces one way to think a thing through backward is by taking your initial assumption and say, “let’s try and disprove it.” That is what most not people do with their initial assumption. They try and confirm it.
- 11. Risk - To protect us from all unknowns that lie ahead we can either avoid certain situations, make decisions that work for a wide range of outcomes, have backups or a huge margin of safety
- 12. Attitudes - Determine your abilities and limitations. Need to know what we don’t know or are not capable of knowing and avoid those areas
 - Ask – what is my nature? what motivates me? what is my tolerance for pain and risk? what has given me happiness in the past? what are my talents and skills? what are my limitations? Be curious and open minded and always ask “why?”

The Intelligent Investor by Benjamin Graham

#investing

- Unless you are confident in your analytical abilities and are willing to spend hours analyzing stocks, a dollar-cost averaging approach into low-fee indexed funds is the way to go
- The keys to investing:
 - 1. You must thoroughly analyze a company, and the soundness of its underlying businesses, before you buy its stock
 - 2. You must deliberately protect yourself against serious losses
- Graham feels that five elements are decisive [when deciding which companies to invest in]. He summarizes them as:
 - The company’s “general long-term prospects” – moat, marathoner, sows and reaps (R&D)
 - The quality of its management
 - Its financial strength and capital structure – generates more cash than it consumes and puts that cash to productive use
 - Its dividend record
 - Its current dividend rate.

Damn Right! Behind the Scenes with Berkshire Hathaway Billionaire Charlie Munger by Janet Lowe

#learning

- 5 best practices for thinking, problem solving, decision making
 - 1. Simplify by answering the big “no brainer” questions first
 - 2. Gain numerical fluency
 - 3. Invert problems
 - 4. Must use elementary and multidisciplinary thinking
 - 5. Lollapalooza effects come only from a combination of a large number of factors
- Pilot training should be implemented into different fields
 - 1. Formal education wide enough to cover practically everything useful
 - 2. Wide base of knowledge raised to practical fluency

- 3. Ability to think forwards and backwards (concentrate on what you want to avoid as much as what you want to happen)
- 4. What is most important gets the most attention
- 5. Checklist routines are always used
- 6. Forced into a special knowledge maintenance routine
- Credits his success to self-education, mental discipline, deeply understanding big ideas
- Many people specialize too early. Must deeply learn subjects you can't live well without (psychology, math, physics, engineering)

#character

- Tell the truth, tell it fully, tell it fast
- Always act as honorably as possible
- Simply easier to be ethical, rational and honest. Hard work and honesty gets you almost anything

#simplicity

- Don't confuse simplicity with ease

#EQ

- Paranoid self pity, the "victim mindset" is the most destructive frame of mind

Little Bets by Peter Sims

#hardwork

- Most successful entrepreneurs do not begin with a brilliant idea, they discover them (Google, Amazon)

#compounding

- The experimental, iterative, little bets framework allows you to approach problems in a non-linear and creative fashion

#learning

- Great successes welcome failure as they learn from them and persevere through many failures. Of course, failing not the key but rather systematically learning from the failures

#constraints

- Working with constraints often very helpful and often begins by breaking a large project down into small and manageable pieces

#questioning

- Asking the right questions the most important thing today. Must go deep, wide and be focused to discover what the right questions are

Charlie Munger: The Complete Investor by Tren Griffin

#mentalmodels

- Worldly wisdom – develop many mental models to make better decisions

#avoid

- Don't be a genius, simply avoid big mistakes

#learning

- Be a learning machine and learn from the mistakes of others

#character

- The right stuff
 - 1. Patient
 - 2. Disciplined
 - 3. Calm but courageous and decisive
 - 4. Reasonably intelligent but not misled by their high IQs
 - 5. Confident and non-ideological
 - 6. Honest
 - 7. Long-term oriented
 - 8. Passionate
 - 9. Studious
 - 10. Collegial
 - 11. Sound temperament
 - 12. Frugal
 - 13. Risk-averse

The Black Swan by Nassim Nicholas Taleb

#fragility

- Mother Nature does not like overspecialization, anything too big, too much connectivity and globalization,
- The organism which has the highest number of secondary uses is the one that will gain the most from environmental randomness and opacity
- Living organisms need variability and randomness in order to avoid become fragile – diet, workouts, tabata, slow meditative walks, thermal variability, sleep deprivation, fasting – trade duration for intensity
- It is much easier to deal with the Black Swan problem if we focus on robustness to errors rather than improving predictions

#learning

- What matters is not how often you are right, but how large your cumulative errors are
- It takes considerable effort to see facts while withholding judgment and resisting explanations
- People often get into trouble as they tend to learn the precise, not the general. Also, people tend to only learn facts and not rules
- Triplet of opacity – the illusion of understanding (world is more complicated than we realize); retrospective distortion (can only assess matters after the fact); overvaluation of “factual” information

#systems

- History is opaque. You see what comes out, not the script that produces events, the generator of history
- Silent evidence – you only see survivors and hear their stories, you don't hear of the “drowned sailors who also prayed to God”. The gravest of all manifestations of silent evidence is the illusion of stability

#story

- Our minds are incredible explanation machines – often creating stories to fit the facts

#simplicity

- Compensate complexity with simplicity
- Avoid optimization; learn to love redundancy (do not overspecialize)
- Don't simplify anything beyond what is necessary

#probstats

- Ludic fallacy – the attributes of the uncertainty we face in real life have little connection the sterilized ones we encounter in exams and games
- Blindness to black swans can come from: error of confirmation, narrative fallacy, human nature is not programmed for Black Swans, distortion of silent evidence and we “tunnel” (focus on a few well-defined sources of uncertainty)

#lifehack

- Make many small bets with asymmetric payoffs and where the harm is minimal
- Favor experimentation over storytelling, experience over history and clinical knowledge over theories. Another approach is to predict and keep a tally of the predictions

#happiness

- Your happiness depends far more on the number of instances of positive feelings than on their intensity when they hit

#avoid

- Doesn't advise always withholding judgment, opinions, predicting, being a fool – but be a fool in the right places. Avoid unnecessary dependence on large-scale harmful predictions. Avoid the big subjects that may hurt you in the future. Do not listen to economic forecasters or to predictors in social science but do make your own forecasts. Know how to rank beliefs not according to their plausibility but by the harm they may cause

#society

- No socialization of losses and privatization of gains

Resilience: Why Things Bounce Back by Andrew Zollli and Ann Marie Healy

#fragility

- To improve your resilience is to increase the effort it takes for a stimulus to force you off your baseline while also increasing your ability to adapt and bounce back once it happens. Preserving adaptive capacity. Truly resilient systems change dynamically to achieve its purpose as well as the scale at

which it operates. Diversifying the resources in which the system operates makes it more resilient to change as it allows for modularity. Diverse at their edges but simple at their core – modularity, simplicity and interoperability vital

- Resilience is not robustness – Think of a tree which is strong but has no give. It can withstand a lot until it snaps. This is robust but not resilient. Now, imagine bamboo. It is thin, flexible and can return to its original state given pretty much any wind. This is resilience

#connected

- In risk management, risks tend to be modeled as additive but in reality they are multiplicative. One failure makes future failures multiples more likely

#scale

- There are universal scaling laws for biological organisms so that the larger the organism the slower the metabolism and the longer the average life span. The power of clustering comes from a similar phenomenon but in the case of cities, the larger they get, the “faster” they become and the average income increases but certain quality of life markers decrease – there are increasing returns to scale, super linear scaling. However, as this part of life increases, the pace of innovation needs to speed up too or else the city may spiral downwards. The increasing diversity helps with this

#character

- Respect is the cheapest concession you can give in relationships and negotiation. It is also a positive sum trait where your dispersal of respect only increases the total

The Startup of You by Reid Hoffman and Ben Casnocha

#learning

- Need to take the mindset that you, your career, is a startup – set up your life to be in “perpetual beta” – always iterating, evolving and adapting. Lifelong commitment to continuous improvement
- Prioritize learning! – build soft assets over hard. Journey will be more fulfilling and in the long run more profitable. Learn by doing

#lifehack

- Invest in yourself – education, industry events, networking events/dinners, etc.
- If looking to get experience, do something for free on the side and ask for feedback from experts in this given field
- Make small, reversible bets
- Develop your competitive advantage, take your skills and iterate to market needs, continually grow your network, take on intelligent risk as new opportunities present themselves
- Determine the local niche where you can develop your competitive advantage. Convergence of 3 traits – assets, aspirations and market realities

#adapt

- Trying to have an end or a long term plan in today’s world is difficult and can hold you back. Be flexible and ready to adapt to market needs and your always evolving passions

#character

- Fastest way you change yourself is by surrounding yourself with people who are already how/where you want to be

#goals

- Want opportunities where you would feel over your head and challenged often.

#questioning

- Must be continually and unendingly curious – keep asking why, why something is the way it is, why something doesn't exist, why a company is run the way it is

The Manual of Ideas: The Proven Framework for Finding the Best Value Investments by John Mihaljevic

#investing

- We may uncover hidden inflection points by scouring the small-cap landscape for companies with two or more businesses, one of which is typically a large, declining legacy business. If the other business is a profitable growth business, we may have found a compelling opportunity.
- The problem is not that all investors make mistakes but also that our ability to stick with an investment is diminished if we have not done the research to give ourselves a certain level of conviction in an idea.
- Buying good companies when they are cheap is invaluable advice, as demonstrated in Greenblatt's "the Little Book That Beats the Market".
- Mr. Market makes two mistakes with some consistency: it over values high return businesses whose returns on capital derive from explosive but ultimately transitory trends or fads. On the flip side, the market may undervalue unhyped quality businesses with sustainable high-return reinvestment opportunities.
- Losses have a perverse impact on long-term capital appreciation, 20% drop in book value requires a 25% subsequent gain in order to offset the loss
- Graham-style investing starts with price of a stock. If it does not look like a bargain based on tangible metrics, Graham-style investors are not interested.
- Uncovering equities that provide both asset protection on balance sheet and own businesses with high returns on capital are treasures. This is hard to find unless the business has experienced a steep near-term profit decline.

#breakdown

- Many companies can be appraised most accurately by analyzing each of their distinct businesses or assets separately and then adding up those components of value to arrive at an estimate of overall enterprise or equity value.

#leadership

- Business executives can distinguish themselves in two ways: business value creation and smart capital allocation

#meaning

Man's Search for Meaning by Viktor Frankl

#character

- Men died less from a lack of food or medicine than from lack of hope, lack of something to live for. Forces beyond your control can take away everything you possess except one thing, your freedom to choose how you will respond to the situation

#hardwork

- Success, like happiness, cannot be pursued; it must ensue, and it only does so as the unintended side effect of one's dedication to a cause greater than oneself or as the by-product of one's surrender to a person other than oneself

#balance

- An abnormal reaction to an abnormal situation is normal behavior

#society

- ...it is not the physical pain which hurts the most (and this applies to adults as much as to punished children); it is the mental agony caused by the injustice, the unreasonableness of it all

#love

- The truth – that love is the ultimate and the highest goal to which man can aspire. Then I grasped the meaning of the greatest secret that human poetry and human thought and belief have to impart: The salvation of man is through love and in love

#EQ

- Suffering completely fills the human soul and conscious mind, no matter whether the suffering is great or little. Therefore, the “size” of human suffering is absolutely relative
- Can discover the meaning of life in three different ways – creating a work or doing a deed, experiencing something or encountering someone and by the attitude we take toward avoiding suffering
- Suffering ceases to be suffering at the moment it finds a meaning, such as the meaning of a sacrifice

#skills

Mastery by Robert Greene

#quotes

- “Put yourself in the other person's shoes, become them, to see things from their point of view and what their intentions may be.” – Ben Franklin

The 48 Laws of Power by Robert Greene

#leadership

- People want a strong, immediate appeal to their emotions. Establish a trademark and/or image from the past that becomes synonymous with you (words are often risky as they can be manipulated and misunderstood)

- 1. Symbols contain untold power, especially new symbols and/or combinations of symbols that haven't been seen before
- 2. Find a symbol for your cause and to energize/bind your troops – the more emotional the better
- All noble, selfless acts help to disarm people (especially generosity)
- Give before you take
- Master the art of timing - Power sticks to the side that brings an issue to conclusion
- Power makes you a better person as people like and respect you more

#mindfulness

- Control your emotions – never get angry and be patient

#connected

- Surround yourself in the best environment possible – the smartest and happiest people you know
- Keep friends for friendship but work with the skilled and competent

#goals

- Discuss goals openly – just not your true goals

#avoid

- Those who rush to support get little respect since their help is so easily obtained
- Do not trust your instincts – gather concrete evidence. Do not commit to anyone but be courted by all
- Always say less than necessary - When you say less, people hang on to every word you say - Superb conversationalists often say very little
 - Silence makes people uncomfortable and from this you'll more readily learn people's true intentions and they will not know yours

#character

- Preach the need for change, but never reform too much at once. Never underestimate the hidden conservatism of those around you. Associate somehow with a romantic past
- Figure out what sets someone apart, reflect and feed their fantasies and they will be yours
- Carry yourself with quiet confidence and set your own price. Strategy of the Crown – truly believe you are destined for great things, dignity under all circumstances. Never be arrogant or humiliate people
- Make your accomplishments seem effortless, build an aura of mystery and awe, but always keep a sense of humor about yourself
- Do not accept the identity the world wants to give you – create your own. Re-create yourself. Play many roles, be whatever the moment requires
- Adapt these characteristics – modesty, effortless quality work, frugal with flattery, subtly distinctive, adapt behavior and language to those around you, don't be a bearer of bad news, keep relationship with those above you professional, ask few favors, never criticize directly, do not criticize taste or appearance, don't be the cynic, be self observant, master emotions, mimic spirit of the times and be the source of pleasure, make the "master" look as good as possible and please equals and subordinates
- Never assume anyone is weaker or less important than you. Nothing to gain by insulting unnecessarily
- Must work for reputation of outstanding quality, but then it will spread quickly. Focus on achieving one sterling quality

#hardwork

- Win through actions, never through argument. The truth is generally seen, not heard
 - Verbal arguments rarely achieve what is desired. The best response to someone's outburst is no response

#persuasion

- Create a situation where people choose the option which makes you more powerful since the other is too unpleasant. As long as there is a choice, people often do not focus on the missing options
- Understand when is the right time to act boldly. Especially useful in negotiations – never ask for too little
- Independence is not power, getting others to do what you want without force is power
- When asking for help, appeal to people's self interest, never to their mercy or gratitude. Appeal to simple, every day realities you can help with
- Use the surrender tactic: Outwardly bend, inwardly stay firm

#negotiating

The 4 Agreements by Don Miguel Ruiz

#character

- The Four Agreements are:
 - 1. Be Impeccable with your Word
 - 2. Don't Take Anything Personally
 - 3. Don't Make Assumptions
 - 4. Always Do Your Best

Getting to Yes by Roger Fisher and William Ury

#persuasion

- Principled negotiation is neither hard nor soft and should separate the people from the problem (attack problem not them), focus on interests not positions, invent multiple options for mutual gains, and insist on using objective criteria. Describe reasoning first and then proposal

#rational

- Separate the process of inventing options (brainstorming) and deciding on a final solution

Influence: The Psychology of Persuasion by Robert Cialdini

#persuasion

- There are 6 weapons of influence
 - 1. Reciprocation - Rule of reciprocity – people will repay any favor ever done to them. Universal and even the smallest favor elicits a repayment attitude
 - 2. Commitment and consistency - People have a deep desire to remain consistent to their previous commitments. It is a central motivator of behavior so start small and build in order to get the most out of people
 - 3. Social Proof - Any goal you have, make sure to write it down and even share it – the more public the better

- 4. Liking - Similarity (dress, background, education, etc.), compliments (one of most successful car salesman ever sent hundreds of thousands of cards simply saying "I like you"), contact and cooperation, conditioning and association (dislike those with bad news). More likely to like those who feed us
- 5. Authority - Authority is the delicate art of wielding power while making people feel like you are working for them
- 6. Scarcity - Rarity leads to people valuing whatever it is higher than they otherwise would. Joy lies not in experiencing the scarce commodity, but possessing it
- Deadline tactic – get people to act quickly by creating an artificial deadline

#society

- People hate to lose freedoms they already have. Freedoms, once guaranteed, won't be given up without a fight
- Revolutions more common after good times followed quickly by bad times. Going from abundance to scarcity leads to higher appreciation than constant scarcity

Win Bigly: Persuasion in a World Where Facts Don't Matter by Scott Adams

#mentalmodels

- The tell for cognitive dissonance is not the quality of explanations but how many of them there are. Also, overly emotional or aggressive responses, the psychic psychiatrist (thinking you can know other people's unspoken feelings or thoughts), retreating to analogy, extreme social or professional pressure to agree with the assumed answer, and attacking the messenger are other tells. Cognitive dissonance isn't a bug in the operating system. It is the system. Mass delusions are the norm

#EQ

- Facts play little role in the big decisions in our lives as we are emotional creatures. We make emotional decisions and then rationalize them after the fact. When emotions are involved, people simply don't change their minds just because facts are presented. The things you think about the most will irrationally rise in importance in your mind
- When someone exceeds your expectations, look to see if they have a talent stack – a grouping of talents which add onto the others and allows them to excel

#persuasion

- Repetition is persuasion. Repetition is persuasion.
- Provide a "fake because". This is a reason which those on the fence can fall back on and use as their excuse for deciding the way you want them to
- Second dimension – mental model most people use which says that people are mostly rational. Master persuaders operate on the third dimension where people are irrational 90% of the time. Humans think they are rational and that they can understand reality but they are wrong on both accounts. The truth is that humans bounce around from illusion to illusion, thinking we see reality.
- Look for situations or decisions which give you multiple ways to win and none or minimal ways to lose. The importance of systems over goals
- If you are not a master persuader, find a balance between never apologizing and apologizing too much. Calling out what someone is thinking when they are thinking it makes you connect and gives you more persuasive power

- People are more influenced by the direction of things than by their current state. Making an exaggerated statement which is directionally correct is another form of persuasion as it tends to stick better in people's minds
- High ground maneuver – elevating a debate from the details on which people disagree to a broader concept on which people tend to agree on. Instead of attacking people's actions, take the high ground and ask them if that is truly the person they want to be. Point out the gap and watch it close
- Direct requests are persuasive. Ask the customer if they want to buy. Trump ends many sentences with "believe me." A command disguised as throw away words but in fact become associated with him over time as he repeats this over time
- Have to be memorable to be persuasive. Easily remember things which violate our expectations. A good general rule is that people are more influenced by visual persuasion, emotion and repetition of facts
- Leave enough blank spaces in your content/argument/etc. so people can fill it in with whatever makes them happiest (Dilbert has no last name and don't know what industry he's in so more people can connect...)

#society

- People almost always get used to small annoyances. We love novelty and almost always adjust to things as they routine

#communication

- All communication depends upon what we believe is in the mind of the person communicating. What you say is important but not nearly as important as what people think you are thinking
- People put far more importance on the first part of a sentence than the second. Structure them carefully

#learning

- Analogies are great tools to describe a new concept but are terrible tools to try to persuade others

#storytelling

The Power of Story by Jim Loehr

#story

- First step is to become aware and accept your flawed story. In this context, story = the story we tell ourselves which ultimately becomes our life. Story is our creation of reality. What we tell ourselves around the facts and ultimately more important than facts (lost wallet = idiot or bad luck)
- The most important story you tell yourself is about yourself. 5 major stories – work, health, family, happiness and friendships

#lifehack

- Setting good habits and routines is vastly more important and effective than relying on willpower. The more energy you give to it, the quicker it'll become ingrained. Find a way to keep accountable and let family and friends be part of the process
- Energy management more important than time management

#health

- Being physically fit and having enough energy is goal #1. Without that, nothing else is possible. Make sure you eat healthily, exercise regularly and move a lot throughout the day
- Periods of rest so important. If truly want to turn on, must learn to turn off. 7-8 hours of sleep and a 15-60 minute nap can do wonders

#focus

- Engagement is the name of the game. Giving your full attention to whatever you're doing

#social

Sapiens: A Brief History of Humankind by Yuval Noah Harari

#society

- Its main argument is that Homo sapiens dominates the world because it is the only animal that can cooperate flexibly in large numbers. The book further argues that Homo sapiens can cooperate flexibly in large numbers, because it has a unique ability to believe in things existing purely in its own imagination, such as gods, nations, money and human rights. The author claims that all large scale human cooperation systems – including religions, political structures, trade networks and legal institutions – are ultimately based on fiction. Money is based on mutual trust, capitalism is a religion rather than economic theory, empire has been the most successful political system of the last 2000 years, treatment of domesticated animals is one of the worst crimes in history, people today not much happier than those of past eras, humans currently in the process of upgrading themselves into gods
- The agricultural revolution in fact did not come about because people were slowly getting smarter and this lifestyle was often more brutal and dangerous than the foraging lifestyle. Yuval argues that it was in fact the plant species that domesticated us and not the other way around (a la Michael Pollan). Out of the agricultural revolution came for the first time concern about the future, future planning
- The development of individual homes lead to a much more selfish group of people
- The order organizing people's lives are purely in their minds but can be woven into our material world, the imagined order shapes our desires, the objective order is inter subjective
- Hierarchies are always rationalized through myths, human imagination as hierarchies are universal, it is believed they are necessary to organize complex societies. The lower castes were always portrayed as somehow being inherently "pollutive"
- Culture can be thought of as artificial instincts, helping people and tribes to work together and survive
- Contradicting beliefs or cognitive dissonance is necessary for culture
- If looking at a long term view of history, it becomes very clear that we are moving towards unity
- Money more than anything else helps unify and connect people around the world. Barter systems are limited and money helps make trade more efficient and relies on universal convertibility and mutual trust among everyone
- The three great unifiers of mankind are money, empire and religion [spiritual, rational, safety]
- Belief in the future is absolutely vital for the continued stability and success of our culture and economy. Credit existed in the past as well but most did not believe the future would be better than the present and this stifled economies
- Adam Smith's argument that greed is good not only for me but everyone was revolutionary. Growth spurs more growth through reinvestment
- Industrial revolution allowed less people to work in agriculture and specialize in other areas. This led to consumerism and the adoption of a worldwide timetable. Communities and families started falling apart and being replaced by states and markets

#happiness

- More than anything happiness depends on expectations

Humans are Underrated by Geoff Colvin

#EQ

- The changing nature of the economy will shift the valuable skills to those which are more deeply “human” – sensing the thoughts and feelings of others, working productively in groups, building relationships, solving problems together, expressing ourselves with greater power than logic can ever achieve
- There are certain universal human traits and understanding these will help us figure out how to best serve each other – empathy; people admire generosity and disapprove of stinginess; we all cry and make jokes; we all make music and dance; we all have a concept of fairness and reciprocity; we all have pride; we all tell stories; every society has leaders
- Era of Empathy – Empathy is the foundation of all other abilities that increasingly make people valuable as technology advances. It means discerning what some other person is thinking and feeling and responding in some appropriate way. Computers, even if they “understand” our emotions through facial recognition, cannot reciprocate and empathize with us. Increased use of social media has shown to decrease empathy. Always make building relationships your top priority in any interaction. This mindset will never steer you wrong on any business or social setting
- Building relationships can be broken down into three parts – relationship establishment, development and engagement
- To build empathy in kids, read aloud to them, let them play on their own and do as much role playing as possible

#practice

- In order to improve performance in any realm, you must measure everything, make the practice as real as possible and immediately review the results. You must often be brutally honest with feedback in order for people to learn as quickly and effectively as possible. The more information we get, the better decisions we can make, we can better understand and remember why something worked well or didn't work and leads to higher motivation since they are more engaged
- After Action Review -
 - Immediately after
 - What was supposed to happen and how did we do?
 - Honest conversation of specific strengths and weaknesses that will guide future training

#leadership

- The number one factor in making a group effective is skill at deep human interaction. Great groups iterate a lot of ideas, interact about equally and offered both their own ideas and responding to others. Two other very important traits for a productive group is cooperativeness and generosity. The most creative and productive groups split their time between exploring and engaging. Also, more trust leads to more creative and higher quality ideas. Groups of 2 can trust others the way larger groups often can't and is why we often see such productivity from two people. More ideas and better judgment is what makes groups better

#story

- Storytelling is incredibly human and will become ever more important. The storyteller and listener's brains align and they become connected in a very deep way. People absolutely love happy endings and

the “classic” hero structure – normal guy, issue, defeats issue and goes back to normal but is somehow changed for the better

- Seeing stories in random events is much easier for us than not seeing stories

The Scientist in the Crib: What Early Learning Tells Us About the Mind by Alison Gopnik

#love

- Babies have the universe’s best system of tech support: mothers. Grown-ups are themselves designed to behave in ways that will allow babies to learn. This support plays such a powerful role in the babies’ development, in fact, that it may make sense to think of it as part of the system itself. The human baby’s computational system is really a network, held together by language and love, instead of by optic fiber.

#learning

- Moreover, the representations that result from learning influence how the brain processes new experiences. Experience changes the brain, but then those very changes alter the way new experience affects the brain. The sequence of development seems very important: choosing one path early on may heavily influence which paths will be available later.
- We used to think that babies learned words first and that words helped them sort out which sounds were critical to their language. But this research turned the argument around. Babies master the sounds of their language first, and that makes the words easier to learn.
- For Piaget, learning was as natural as eating. This idea is the second element in the new developmental science. For Vygotsky, adults, quite unconsciously, adjusted their behavior to give children just the information they needed to solve the problems that were most important to them. Children used adults to discover the particularities of their culture and society. Just as Piaget saw that learning was innate, Vygotsky saw that culture was natural.
- Success in science is often a matter of finding the right analogies, and the computer gave us a new one.

#lifehack

- When we look attentively, carefully, and thoughtfully at the things around us, they invariably turn out to be more interesting, more orderly, more complex, more strange, and more wonderful than we would ever have imagined.
- Babies are very nearsighted by adult standards, and unlike adults, they have difficulty changing their focus to suit both near and far objects. What this means is that objects about a foot away are in sharp focus and objects nearer or farther are blurred. Of course, that’s just the distance from a newborn’s face to the face of the person who is holding him or her. Babies seem designed to see the people who love them more clearly than anything else.

How to Fail at Almost Everything and Still Win Big by Scott Adams

#communication

- Consistency is the closest thing we can get to truth

#learning

- Fail forward – if you’re going to fail, make sure you learn a lot out of it

- Finding your “blind spots” is extremely important. See the world as math (probabilities) as opposed to magic. This will help you be more positive and build new skills
- Everything you learn becomes a shortcut to learning everything else. Knowledge formula – the more you know, the more you can know
- Adams invites failure into his life whenever he can and extracts as much value from it as possible. View failure as a tool, not an outcome

#hardwork

- What people do is much more honest than what they say
- If you want success, figure out the price and pay it
- The market rewards execution, not good ideas

#forecasting

- Timing is often the biggest component of success – makes sense to try many things because timing is so hard to predict

#goals

- Systems over goals – Instead of having goals, have a system. Goals lead to an uneasy state and temporary satisfaction but a system is a long term, sustainable life style

#systems

- A proven, sustainable system which utilizes your talents will beat passion in the long term. Aim to create something which is easy to scale which utilizes your competitive edge and makes it easier for luck to find you

#lifehack

- Being good at a couple different skills is often better than being great at one (unless you're world class)
- Organize and base your life upon your personal energy. Search to fill your life with things and activities which fill you with energy. Some selfish things in life are enlightened as they make you a better person and more fun to be around. Set your priorities by what will add the most to your personal energy. Priorities are things you need to get right so things you love can thrive
- As humans have limited willpower, you want to routinize as much as possible, especially diet and exercise. An attractive alternative makes willpower much less important
- There are optimizers and simplifiers – choose which is appropriate for you, the task and your energy

#EQ

- Perception of reality most likely flawed so change perception to what makes you happy and that works. Reality is overrated

#practice

- Determine if you are a “practicer” or need novelty in order to keep enthused

#character

- If you see something that impresses you, it is your duty to speak up and compliment the person

#incentives

- Reason is often the smallest driver of our decisions – consider incentives and psychology over reason

#questioning

- Being a good conversationalist is about asking good questions – name, where from, where live, family, work, hobbies, travel

#persuasion

- Determine whether the person or people you are talking to are ‘thing’ people or ‘people’ people – like to hear of events or things vs hearing about other people

#happiness

- Step 1 to happiness is getting control of your schedule; where you’re heading more important than where you currently are; reduce daily decisions to routine

The Laws of Human Nature by Robert Greene

#rational

- The Law of Irrationality – The first step to tame your rationality is to admit that you are irrational. You can become more rational by becoming more aware of low grade irrationality or what happens in the subconscious, and high-grade rationality (what happens in your conscious). Over time, you will be able to train your emotions so that you become be less reactive over time. You improve your rationality by first knowing yourself thoroughly – knowing your strengths and weaknesses, how you react under pressure, and when you’re flattered. Next, you must improve your reaction time giving yourself space to think and not just react instinctively. Then you must accept people as facts and not try to change them but just accept who they are, understand them, and how you have to deal with them

#EQ

- The Law of Narcissism – Turning your attention outwards to others rather than inwards like most people do will help you grow your empathy muscle and give others the attention they so gravely seek

#nonverbal

- The Law of Role-Playing – Negative emotions leak out through body language and they must be observed and weighed more than whatever mask people put on. Be authentic, humble, open minded and generous – “saintly” and above reproach

#character

- The Law of Aimlessness – Operating with a high sense of purpose which aligns with who you are and what you want is the force multiplier – allowing you to achieve more and have a more meaningful and impactful life. Discover this sense of purpose and find as many ways to connect with it as possible – this will draw others towards you and open up opportunities that you would have thought impossible
- The Law of Compulsive Behavior – People are quite bad at judging character but the most reliable way to assess someone is through their actions (people never do anything just once, actions are truer and can’t be rationalized by words), how people handle small and simple affairs, how people handle power

and responsibility. Try to only work with people of strong character for those with weak character will negate all their other good qualities and will cause more headache than you want. People who are strong of character are as rare as gold and you should hold onto them as if you found treasure. It is impossible to change one's or others' character but you can mitigate them by going deep within yourself, admitting your flaws and weaknesses, and doing all you can to strengthen them up and act in such away to emphasize your strengths and downplay your weaknesses. The goal is not to become someone else but to be thoroughly and authentically the best version of yourself

#avoid

- The Law of Covetousness – Learn when and how to remove yourself. You also want to be a little cold and ambiguous so people can't get a great feel for you. It is not possession but desire that drives people. By becoming a scarce commodity and playing on other's covetousness, you can become highly desirable. In the end, what you must covet is a closer relationship to reality, bringing calmness, knowledge about yourself, an understanding of what you can change and what you can't, and being OK with both

#persuasion

- The Law of Defensiveness – Influence over people is often gained in the opposite way than we imagine. Put the focus on others and make them the stars of the show. Always step back and assume a subtle inferior position. Then do some small favors for them and they'll begin helping you, expanding your influence. Bring out the cleverness of others and make them feel good when they leave you
 - 5 strategies of master persuaders
 - 1. Be a deep listener and be aware of subtle nonverbal cues
 - 2. Infect people with the proper mood (acceptance of others unconditionally, calm, enthusiastic)
 - 3. Confirm their self opinion (people choose to help you)
 - 4. Know what people are insecure about and compliment that
 - 5. Use people's resistance and stubbornness against them (channel their aggressive energy in order to make them fall on their own – use their emotions, their language, their rigidity)

#learning

- The Law of Self-Sabotage – See yourself as an explorer – always curious, open to new things, having weakly held convictions, you are always trying new things and want to learn. See adversity as opportunities to improve and to get better, not something to be avoided. Understand that you can't change people – embrace and enjoy who those people are and make the most of it. When you do this people, come to love you, accept you, and see you as a leader

#leadership

- The Law of Conformity – Bad culture drags everyone down. You can't focus I'm trying to improve individuals – you have to fix the dynamic. Improving the culture this will lift everyone up. When the group can face reality head on and kick-ass, that is when you have a great culture. Instill a collective sense of purpose (no matter what field, quality and excellence are key factors – money and success are byproducts). This higher purpose is rare to come by so people will go all-in and police themselves when they find it. Assemble the right team of lieutenants (avoid the petty details which cause confusion, competence and character are vital, know their roles and make sure they have complimentary skills, you must treat people equally, get rid of those who don't fit the mold, and lead from the front), let

information and ideas flow freely (frank and diversified information, open communication, transparency on how decisions were made), infect the group with productive emotions (lack of fear, courage, calm, openness to new ideas), forge a battle-tested group (group who rises in tough times and doesn't wilt)

- The Law of Fickleness – The fundamental role of the leader is to provide a far reaching vision to unite the group. We must avoid seeming petty and our focus needs to be on others, on the culture, and the vision.

#observing

What Every Body is Saying by Joe Navarro and Marvin Karlins

#questioning

- If interviewing someone, make sure to stay cool and neutral or else you will affect how they react to your questions

#nonverbal

- Feet/legs most honest part of body – pointing towards you good, away is bad
- Torso – leaning away bad, towards good
- Arms – gravity defying a good sign, can be used to build rapport and for territorial displays
- Hands/finger – keep hands visible during face to face communication, handshake extremely important, hand steepling very confident
- “Eye-blocking” is a nonverbal behavior that can occur when we feel threatened and/or don't like what we see. Squinting and closing or shielding our eyes are actions that have evolved to protect the brain from “seeing” undesirable images and to communicate our disdain toward others
- Can build rapport by touching someone on the arm (between elbow and shoulder)

#flowing

The Rise of Superman by Steven Kotler

#flow

- Flow is not binary
- Banding together as a group enhances flow and allows limits to be pushed even further. The more social the activity the more likely flow is to happen.
- Social triggers which help facilitate flow include serious concentration, clear goals, good communication (immediate feedback), equal participation, element of risk, familiarity, blending egos, sense of control, close listening, always say yes (conversation additive and not combative)
- 4 steps to flow cycle:
 - 1. Struggle – overloading the brain leads to chemical changes in body and how you handle negative feelings
 - 2. Release – take mind off problem and relax
 - 3. Flow – this optimal state of consciousness leading to higher levels of performance. When in flow, one loses sense of self and certain higher thinking regions of the brain actually turn off. Allow us to be more creative and make quicker decisions since one takes in more and better data when in flow
 - 4. Recovery – flow is taxing on both the body and brain
- Abraham Maslow said during peak experiences, one feels expansion of self, sense of unity and gives one a sense of purpose in life. This experience is quite common in high achievers and a source of motivation. This state is an end in itself and a highly prized experience by anybody who has been there

- Csikszentmihalyi described 10 characteristics of flow:
 - 1. Goals are clear
 - 2. Concentration
 - 3. Loss of self consciousness
 - 4. Dilation of time
 - 5. Direct and immediate feedback
 - 6. Balance between ability and task at hand
 - 7. Sense of personal control
 - 8. Intrinsically rewarding
 - 9. Lack of awareness of bodily needs
 - 10. Narrowing of awareness to just the task at hand

#practice

- Prodigies are made and not born and encouragement from their mothers is extremely important
- Musicians – number of hours of practice distinguishes experts from everyone else but this is not the most important factor – deliberate and well structured practice is what truly makes the difference

#goals

- Have CLEAR goals and strive to get direct and immediate feedback

#balance

- Challenge to skill ratio needs to balance or else you're either overwhelmed or don't pay attention

#mindfulness

- Doing an action and visualizing an action the same in your brain. Learning even just one time that something you thought was impossible is in fact possible changes the brain and how you think

The Art of Smart Thinking by James Hardt

#leadership

- Leaders must lead through a premise of love, never punishment

#health

- Reduce stressors (caffeine, nicotine, alcohol, garlic, onions, lack of sleep, worry/anxiety/fear, anger/hostility, sadness/depression, apathy) helps raise alpha and suppress beta
- Breakfast like a king, lunch like a prince, dinner like a pauper

#character

- Deep forgiveness vital to overcome anger, depression, fear and reach a higher consciousness. Determine you will forgive self/others, bring to mind the person or situation, create a loving space in your heart, feel the hurt and pain and make it real again, come back to the present and become aware of something good that came from the event, based on this good change your attitude about the past event, forgive the other person and yourself using the alpha tones, see the event again but from the other person's eyes, feel love in your heart for the other person

#creativity

- Creative rooms – have a “static” room where you can develop ideas and be calm (plants, rocks, running water) for a sense of peacefulness and alpha waves. Free association, churning over ideas at random and spitting out whatever comes to mind. “Dynamic” room is dark with black and white striped walls, leather furniture and special audio/video equipment. End with swimming pool and “bubble brain”
- The zone – nonrational, thoughtless, egoless state where time vanishes. Aim to merge with any activity so completely you lose yourself in it
- People have an almost endless capacity to learn and remember things about themselves. With training, awareness/consciousness continually expands
- Hindrances – attitudes, attachments, aversions, self conceptions and thought processes ingrained in us since childhood. Mood scales during training helps clear the awareness of these inner obstacles which are often subconscious

Deep Work: Rules for Focused Success in a Distracted World by Cal Newport

#focus

- Montaigne, Jung, Woody Allen, Bill Gates and others took deliberate time out to chunk, think deeply and about big things. This is especially important today with so many distractions. Chunks of time with no distractions is vital in any line of work. Those who recognize the importance of this depth of thinking have a humongous competitive advantage – it is becoming rarer just as it is becoming more vital. This tactic allows you to learn faster, think deeper, make more connections than shallow, distraction filled thinking does
- This type of work allows you to compress and accelerate your productivity – 4-6 hours per day, 5-6 days per week can accomplish extraordinary things

#lifehack

- It can be a helpful and insightful exercise to try to plan out your day by half hour chunks and see how closely you can follow it and to clearly see where and how you spend your time. This is more about establishing thoughtfulness to your schedule than constraints and rigidity
- Be very deliberate about how you spend your leisure time before it begins
- Focus on the wildly important (less but better and deeper), act on elite measures (both lag and lead measures), keep a compelling score card of elite measures, create a cadence of accountability and plan weekly reviews of how much and how effective your Deep Work is
- Having a set time and location when you do certain types of work helps save some willpower and eliminate certain decisions
- Those who can work intelligently with machines, those with access to capital and those who are the best at what they do will vastly outperform others – world becoming more ‘winner take all’

#hardwork

- Ability to master hard things quickly and produce high quality work quickly are two vital characteristics in order to succeed

#character

- Clarity for what matters gives clarity into what doesn't

#happiness

- Deep work goes hand in hand with awareness and attention which are strongly correlated with happiness

#mindfulness

- Productive meditation – think of your deep work task during some mindless physical activity such as walking the dog or going for a run. Beware distractions and looping of things you already know

#simplicity

- A minimalistic, simplistic lifestyle is helpful to stay focused and do Deep Work

Peak: How Great Companies Get Their Mojo From Maslow by Chip Conley

#wealth

- Karmic Capitalism – Good businesses create good karma because they properly deal with key stakeholders, act in good faith and think about second and third order consequences
- Both profits and highest personal development are best reached when not aiming directly for them. Rather, they come as a result of a collection of other activities which you can guide and inspire but not control

#leadership

- Employee recognition should be given in person and feedback should be direct and immediate. Praise should be given in front of others, in person and should be immediately available so that there is instant gratification

Peak: Secrets from the New Science of Expertise by Anders Ericsson and Robert Pool

#practice

- 3 F's of improvement – focus, feedback, fix it
- A clear set of guidelines as to what constitutes superior performance and a good teacher who pushes you past your comfort zone is the difference between purposeful and deliberate practice. Informed and guided practice
- Hard work alone does not lead to improvement. The right kind of practice over a long enough period of time leads to improvement – deliberate practice.
- Principles of deliberate practice are the same regardless of which field you apply them in – harnessing the adaptability of the mind and body to incrementally do what you never were able to do before. Deliberate practice is all about creating efficient mental structures to help you deal with increasing amounts of information and better detect patterns
- Purposeful practice – having clear goals and a specific way to get there. Baby steps. Not as effective as deliberate practice. You must be willing to go outside of your comfort zone.
- Full focus and immediate feedback are two other key components of effective practice.

#lifehack

- For children, it is important for sports or other skills to start out as fun and a game
- It is much more effective to go 100% for a short time than 70% for longer
- Maintaining motivation, whether from intrinsic or extrinsic means, is important to long term success

#mentalmodels

- Creating mental structures to deal with large amounts of information (chunking) is crucial. Meaning aids memory
- Clear and effective mental representations help you recognize mistakes and correct them more quickly. Reducing the number of times you commit the same mistake is an important part of improving quickly
- Skill and mental representations form a virtuous cycle. As one gets better, so does the other and on and on

#learning

- Conversing with experts in any field is helpful to try to understand how they approach their skill, training, obstacles and more. Understanding the differences between yourself and a superior performer in these ways is a great way to start your progress
- Knowledge vs skills. Must be able to act on your knowledge and this is part of what separates deliberate practice from other techniques. Author believes it will be necessary to replace knowledge-based training programs with skill-based programs in most fields in order to see drastic improvement

#leading

The Score Takes Care of Itself by Bill Walsh

#simplicity

- Most big things are simple in the specific, much less so in the general. Bill was a genius in making the complex comprehensible, the comprehensible achievable

#character

- His process called the standard of performance. Planning, precision, poise. Do everything at the higher level and the outcome will take care of yourself
- Winners act like winners before they're winners

#leadership

- Few things offer better ROI than praise, giving credit where credit is due
- Leaders – believe can make a positive difference, Be themselves and the best version of it, committed to excellence, positive, prepared, detail oriented, organized (especially how you spend your time), accountable, able to zoom in while still seeing big picture, fair and ethical, firm on values, flexible to new situations, believe in themselves, be a leader where you're going and how to get there)
- Treating people right the core of sustainable success. Treat all fairly, find what a person does best and let them loose, set up most effective environment possible, acknowledge uniqueness of each employee, most talented people often strong minded and must deal with as appropriate, if good of group and individual not aligned must explain why, lay out duties and expectations very clearly, expectations must be high but attainable, interactions must be understood so no territorial feelings get hurt

Curious: The Desire to Know and Why Your Future Depends on It by Ian Leslie

#compounding

- The greater your store of knowledge, the more analogies and unique combinations of ideas (aka new ideas or innovations) you'll be able to come up with. This wealth of knowledge also compounds over time. Knowledge begets knowledge. The more you know the more and easier you can learn

#learning

- Speaks to breadth vs depth of knowledge. Recent trends have pushed the benefits of generalization to the forefront but above anything else, having multiple models to work with is extremely helpful
- Most important teaching factors include feedback, quality of instruction and direct instruction
- Curiosity is codependent and contagious. How curious we end up depends a lot on our caretakers encouragement. Curiosity stems from intellect, emotions and drives
- Information fuels curiosity by highlighting ignorance and this makes us want to close the gap. The more we know about a topic the more curious we become about it
- Being able to find things, especially mundane things, very interesting is a great skill and is correlated with happiness and better relationships
- We learn better and forget slower when it is difficult. The ease of Google search is therefore both a blessing and a curse

#questioning

- Fundamental question is nearly always "why?" and not "what?"
- Best leaders ask the best questions
- Important to foster curiosity and question asking in kids by also asking them many questions
- Machines are for answers, humans for questions – Kevin Kelly

#character

- Grit, conscientiousness and curiosity are three leading indicators of success

#focus

- When we put our focus on the future or some future outcome, we become very bored with the present. Make truly experiencing the present a priority

A More Beautiful Question by Warren Berger

#questioning

- Question your own questions – often takes 5 consecutive "why's?" To get to the core
- "Why – What If – How" model for forming and tackling big, beautiful questions. It's not a formula but more of a framework designed to help guide one through various stages of inquiry because ambitious, catalytic questioning tends to follow a logical progression, one that often starts with stepping back and seeing things differently and ends with taking action on a particular question
- Best questioners refuse to accept current reality
- Tends to be inverse relationship between expertise and good questions. Most breakthrough innovations come from "outside the field". Neotemy – "beginner's mind" allows you to see things without labels or assumptions. Detached from self, ego, patterns and allows for flexibility, creativity, no assumptions taken
- A good question is like a lever for effort and curiosity
- Strive for efficiency often reduces questions and big idea thinking – over celebration of simply getting things done

- Combinatorial thinking / connective inquiry – thinking with both connections and questions in mind

#leadership

- Fear is the enemy of curiosity – importance of creating a calm, stable, reassuring environment at home and at work

#learning

- Multi-disciplinary learning with rests interspersed is very helpful. Must be able and willing to live with difficult questions for years and let it marinate in your subconscious
- Learn to rely on other's expertise and know when to ask for help

#creativity

- Tend to do your best creative inquiry when you are relaxed, informal and not really trying

#misc

The Success Equation by Michael Mauboussin

#learning

- Fluid intelligence – ability to solve problems never seen before
- Crystallized intelligence – ability to use knowledge gained through learning

#lifehack

- Develop aides to develop and improve skill. Humans tend to be overly confident in their predictions. Have a process on place and that way, even if turn out wrong, you know your process was correct and long term you should win. Checklists very important and helps keep you on track in stressful situations. Must measure how your decisions turn out. Keep a decision journal – what decision was made, why, what you expect to happen and then later the actual result

Algorithms to Live By: The Computer Science of Human Decisions by Brian Christian, Tom Griffiths

#lifehack

- Master key algorithm for getting stuff done
 - 1. Earliest due date and shortest processing time is the master key to determining what to work on and in what order. Work on what has the highest value when importance is divided by completion time. Something must be twice as important if it takes twice as long.
 - 2. If all you want to do is get through tasks and reduce your to do list, do those things you can accomplish quickest first. There are many algorithms to follow, it all depends on what your goal is and what you want to maximize.

#love

- The Optimal Stopping Problem - These cases you should have two phases: a looking phase where you commit for a certain period of time (usually 1/3 of the total amount of time you're willing to look) and then a leap phase where you take anything that's better than what you've seen during the look phase

#breakdown

- Simply by breaking tasks or projects down into more manageable units can sorting be reduced by multiples.

#prostats

- You can become better at predicting by knowing if you're dealing with power laws or normal distributions and the better information you have of course the better guess you can make. That's why we are quite good at predicting how much longer a person can live for we know the general lifespan of people
- Over-Fitting - Over fitting is when we try to use too much data too many factors into making our decisions and they not only make things more complex but actually lead to worse predictions and decisions. If there is high uncertainty and unlimited data, paint with a broad stroke and make it simple. Going into the nitty-gritty only hurts you. It's better to be approximately right then precisely wrong

#flow

- Be aware of context switching costs. Flow and deep work sometimes takes an hour just to warm up and get into the flow and interrupting people or getting interrupted can ruin hours worth of work or more.

#balance

- There is a constant tension and trade off between throughput and responsiveness. If you're too responsive you got nothing done and if you're throughput is all you're maximizing you'll never respond to anyone.

#simplicity

- If you can't explain things simply you don't understand it well enough

#constraints

- If you can't solve a problem, relax the constraints and try to solve an easier version of the same problem to see if it gives you any clues or jumping off points for how to solve the real problem

The Beginning of Infinity: Explanations That Change the World by David Deutsch

#learning

- The real source of our knowledge is a conjecture along with testing criticism questioning and refinement

What Technology Wants by Kevin Kelly

#society

- Argues that human evolution was sped up by tools. The better the tools, the more food we could get which made us stronger, healthier, live longer and better self perpetuate. Our genes co-evolve with our inventions and in many ways we have domesticated ourselves. Shelter and technology should be thought of as extensions of the organism. We shape our environment and then our environment shapes us

- Technology differs from biology in that it rarely if ever truly goes extinct. Innovations and breakthroughs tend to live on and evolve into new technology. Technology can be thought of as the 7th kingdom of life

#compounding

- The power of the tech lies in creating new objects which give us new choices and ultimately more freedom

To Engineer is Human: The Role of Failure in Successful Design by Henry Petroski

#learning

- The colossal disasters that do occur are ultimately failures of design but the lessons learned from those disasters can do more to advance engineering knowledge than all the successful machines and structures in the world. Indeed, failures appear to be inevitable in the wake of prolonged success, which encourages lower margins of safety. Failures in turn lead to greater margins of safety and, hence, new periods of success. To understand what engineering is and what engineers do is to understand how failures can happen and how they can contribute more than successes to advance technology

#quotes

- "Engineering, like poetry, is an attempt to approach perfection. And, engineers, like poets, are seldom completely satisfied with their creations" - Henry Petroski, To Engineer is Human
- "It is the process of design, in which diverse parts of the given world of the scientist and the made world of the engineer are reformed and assembled into something the likes of which Nature has not dreamed, that divorces engineering from science and marries it to art" - Henry Petroski, To Engineer is Human

#forecasting

- Causes of failure
 - 1 Ignorance - unintentional
 - 2 Economy - not spending enough as needed, in beginning or throughout
 - 3 Carelessness - intentional
 - 4 Unusual occurrences - natural disasters
 - 5 Limit states - overload, understrength, movement, deterioration
- Structural engineers must often deal in probabilities and combinations of probabilities. A safe structure will be one whose weakest link is never overloaded by the greatest force to which the structure is subjected
- Success is foreseeing failure. Nobody wants to learn by mistakes but we cannot learn enough from successes to go beyond the state of the art. The object of engineering design is to anticipate failure and to design against it. This is done by understanding how much load a structure can carry without letting go or breaking
- 50-90% of all structural failures are believed to be the result of crack growth. The cracks often grow slowly and only when they reach intolerable proportions for the structure and still go undetected that catastrophic can occur – classic sign of fatigue. Fatigue can theoretically be avoided but overdesigning structures so that peak stresses never exceed the threshold level is not practical

#simplicity

- In engineering, as in nature, bigger is not necessarily even better nor even a good idea

#character

- Good judgment is usually the result of experience. And experience is frequently the result of bad judgment. But to learn from the experience of others requires those who have the experience to share the knowledge with those who follow

River Out of Eden: A Darwinian View of Life by Richard Dawkins

#society

- It is obvious but not a single of our ancestors died in infancy as they were able to pass along genes that helped them survive. We all inherit all our genes from an unbroken line of successful ancestors. The world becomes full of organism that have what it takes to become ancestors
- Genes are pure information – information that can be encoded, recoded and decoded, without any degradation or change of meaning. Pure information can be copied and, since it is digital information, the fidelity of the copying can be immense. DNA characters are copied with an accuracy that rivals anything modern engineers can do. They are copied down generations, with just enough occasional errors to introduce variety. Among this variety, those coded combinations that become more numerous in the world will obviously and automatically be the ones that, when decoded and obeyed inside bodies, make those bodies take active steps to preserve and propagate those same DNA messages.
- Utility function – maximize happiness for the greatest number. In nature, DNA survival is being maximized, not happiness. God's Utility Function seldom turns out to be the greatest good for the greatest number. God's Utility Function betrays its origins in an uncoordinated scramble for selfish gain. Group welfare is always a fortuitous consequence, not a primary drive. That is the meaning of the "selfish gene."
- Mitochondria ideal for dating common ancestry within a species because, besides mutations, they're identical and come from one common mother

#questioning

- Nature is not cruel, only pitilessly indifferent. We humans have purpose on the brain. We find it hard to look at anything without wondering what it is "for, what the motive for it is, or the purpose behind it. When the obsession with purpose becomes pathological it is called paranoia – reading malevolent purpose into what is actually random bad luck. But this is just an exaggerated form of a nearly universal delusion. Show us almost any object or process, and it is hard for us to resist the "why" question – the "what is it for?" question. Beware this "purpose fallacy" – the "as if designed" assumption.

#systems

Thinking in Systems: A Primer by Donella Meadows

#systems

- Systems can't be controlled but they can be designed and redesigned
- System – interconnected set of elements that is coherently organized in a way that delivers something (elements, interconnections, function/purpose)
 - 1. Systems can be self-organizing, self-repairing (up to a point), resilient and many are evolutionary (adaptive)
 - 2. Intangibles (such as school pride) are also part of systems
 - 3. Best way to deduce a system's purpose is to watch it for some time to see how it behaves (avoid rhetoric and stated goals)

- 4. Important function of nearly every system is its own perpetuation
- What makes a difference is redesigning the system to improve the information, incentives, disincentives, goals, stresses, and constraints that have an effect on specific actors. Must change the structure to change the behaviors
- Leverage point – point in system where a small change can lead to big shift in behavior
- Why hierarchies surprise us
 - 1. Everything we think we know about the world is a model (language, maps, books, databases, equations, computer programs, mental models) – nothing will ever be the real world. Our models usually have a strong congruence with the real world
 - 1. Systems fool us by presenting themselves (or we fool ourselves by seeing the world) as a series of events. Like the tip of the iceberg above the water, events are the most visible aspect of a larger complex but not always the most important. We are less likely to be surprised if we can see how events accumulate into dynamic patterns of behavior
 - 2. The behavior of a system is its performance over time – growth stagnation, decline, oscillation, randomness, evolution
 - 3. When a systems thinker encounters a problem, the first thing he does is look for data, item graphs, the history of the system. That's because long-term behavior provides clues to the underlying system structure. And structure is the key to understanding not just what is happening but why
 - 1. Systems thinkers try to understand the connections between events and the resulting behavior and the mechanical characteristics of the structure
 - 4. We are insufficiently skilled at seeing in systems' history the clues to the structures from which behavior and events flow

#complexity

- Greatest complexities occur exactly at the boundaries – sources of diversity and creativity

#lifehack

- Change comes first from stepping outside the limited information that can be seen from any single place in the system and getting an overview. From a wider perspective, information flows, goals, incentives and disincentives can be restructured so that separate, bounded rational actions do add up to results that everyone desires. It's amazing how quickly and easily behavior changes can come, with even the slightest enlargement of bounded rationality, by providing better, more complete, timelier information
- You can't navigate well in an interconnected, feedback-dominated world unless you take your eyes off short-term events and look for long-term behavior and structure; unless you are aware of false boundaries and bounded rationality; unless you take into account limiting factors, nonlinearities and delays. You are likely to mistreat, mis-design, or misread systems if you don't respect their properties of resilience, self-organization and hierarchy

#goals

- Goals – the purpose or function of the system. Everything further down the list from physical stocks and flows, feedback loops, information flows, even self organizing behavior will be twisted to conform to the goal

Sync: How Order Emerges from Chaos in the Universe, Nature and Daily Life by Stephen Strogatz

#balance

- Synchrony – explaining order in time. We interpret persistent sync as a sign of intelligence, planning and choreography and it gives humans intrinsic happiness to witness and be a part of something in sync
- Chaos – seemingly random, unpredictable behavior governed by non random, determinate laws.
 - 1. Linear = whole is equal to sum of the parts
 - 2. Non-linear = whole is greater than the sum of the parts

#connected

- Small world networks – most networks resemble each other in design with most everyone connected by a short chain of intermediaries with hubs having the most connections. Small world networks are ubiquitous in nature, technology, social interactions, etc. They are resilient, robust, reliable, efficient, effective, cheap. Nature has selected for it
- Disparate networks show the same three tendencies: short chains, high clustering, and scale-free link distributions. The coincidences are eerie, and baffling to interpret

The Fifth Discipline by Peter Senge

#learning

- Crucial to overcome common problems – internal politics, exclusive power, lack of time for learning, difficulty in maintaining a good work / life balance, repeated mistakes, difficulty in leading a learning organization
Learning organizations are
 - 1. Active
 - 2. Forward thinking – continual learning irons out mistakes
 - 3. Dynamic – emphasis placed on team-work and shared learning
 - 4. Productive – because the whole team is learning, each member can feed off another's strengths, leading to greater production
 - 5. Communal – shared knowledge and production is the key. Constant communication and sharing talents takes teams forward
 - 6. Innovative – they lead the way in genuinely effective improvements
- A learning organization creates a community where the team learns together and shares the same vision. It creates interconnected thinking so everyone is on the same wavelength – ingenuity, flexibility, ability to think forward and innovate and adapt to new systems. Nature of constant change in business and in life makes constant learning imperative. Those who emphasize this get ahead and succeed in their fields

#character

- The 5 Core Disciplines
 - 1. Personal mastery – mastering one's focus, energy and patience can go some way to creating a well rounded individual of great worth to any organization
 - Promotes intellectual and problem-solving growth and new skills
 - Drives the individual to better themselves and those around them
 - As we accumulate knowledge, we can form better intuitions – the more we learn the better our intuition becomes
 - 2. Mental models – understanding the role our ingrained mentality and prejudiced perceptions play in our decision making

- 3. Building shared visions – Many people have vision but pooling that passion into a shared vision can bring outstanding results. Build shared vision by: suppressing egos, encourage people to share in the vision, allow the vision to grow over time but don't avoid directing it when needed
- 4. Team learning – Team learning is all about collaborating and combining in order to point the organization, with all its acquired and assembled skills, in one clear direction, reaching all goals. Foster team learning by: creating platform for open debates, encourage conflict, create learning platforms (come together in a fun, stimulating environment outside the office)
- 5. Systems thinking – encourages businesses to look at the bigger picture, thereby providing sustainable long-term, rather than short-term, solutions to problem. Systems thinking is the fulcrum, it is the driving force upon which the performance of the other disciplines hinge. Can often find small changes that lead to huge improvements in results – leverage points are key to find

#leadership

- If everyone is given responsibilities and the chance to make decisions, your organization will reap the rewards as everyone will be inspired and motivated to come up with solutions and work harder
- Leaders tend to be hard working and very ambitious but must blend in softer traits such as openness, foresight, open communication, creativity and patience

Scale: The Universal Laws of Growth, Innovation, Sustainability and the Pace of Life in Organisms, Cities, Economies and Companies by Geoffrey West

#scale

- Scaling and non linear behavior. Scaling is how things change with size and the fundamental rules and behaviors they obey. This helps establish a framework to connect how various systems, organisms and more behave as they change size. Scaling helps understand tipping points, chaotic systems and phase transitions. Scaling will play an increasingly larger role as man made systems continue to increase in size and complexity and underlying principles are typically not well understood as they tend to be complex adaptive systems.
- Linear extrapolation to growth and scaling is dangerous as it is often implicit as it is often wrong. Metabolic needs, parents, innovation and much more scales non-linearly or enjoys increasing returns to scale – LA's GDP per capita is greater than expected when compared to Oklahoma City's GDP per capita. Economies of scale – as a city, organism, etc gets larger it in fact gets more efficient. An organism twice as large only requires 75% more energy rather than 100% as linear thinking would suggest. This 3/4 metabolic scaling law applies across nearly every taxonomy. The number 4 therefore plays a nearly universal law in biological life. Elephants, though having 10,000 more cells to support than rats, only need 1,000 more energy. This amazing efficiency allows for longer longevity
- Cities tend to scale at a 1.15 scaling law as it doubles. So, a city twice as big has 15% more innovation, wages, crime, disease, etc. than a linear doubling would suggest. This appears across countries and across time showing there may be a universal, generic scaling law we can apply to cities.
- Companies are much more like organisms than cities in that they scale sub linearly (0.85), they get more efficient and slower as they get bigger, rather than faster like cities (1.15 scaling).
- Understanding that area and volume scale at different proportions is helpful when thinking about scaling up houses, organisms, etc. If the size of an elephant doubles, the weight of the elephant grows in proportion to the volume (which cubes if the animal is doubled) whereas the strength would only double. That is why ants the size of elephants or Godzilla could exist if they were made of the same

materials. There are limits to size and growth as the relative strength decreases as size increases. There is a nonlinear growth scale between strength and weight (2:3)

- Although organisms take advantage of optimization from self similarity, the physical bounds of the networks limits the size, age, scope, etc of physical organisms. Weight would crush the animal as volume scales faster than area, oxygen would not be able to diffuse into cells once animal reaches a certain size. Organisms also stop growing due to the different ways energy need and metabolism scale. The rate at which energy is needed for maintenance scales faster than the rate at which metabolic energy can be supplied, forcing the amount of energy for growth to systematically decrease, resulting in the cessation of growth at some point. So, the less energy needed for maintenance (fixed costs), the more is available for growth.
- Zipf's Law is used to describe the size and frequency distribution of a huge array of areas. It says that the second largest or more st frequent will be about half as large or frequent as the first, the third about 1/3, fourth about 1/4, etc. Another way of stating Pareto's 80/20 Law

The Systems Bible: The Beginner's Guide to Systems Large and Small by John Gall

#systems

- The very first principle of systems-design is a negative one: do without a new system if you can. Two corollaries: do it with an existing system if you can; do it with a small system if you can.
- Bad design can rarely be overcome by more design, whether bad or good. In other words, plan to scrap the first system when it doesn't work, you will anyway
- Systems Never Do What We Really Want Them to Do. Malfunction is the rule and flawless operation the exception. Cherish your system failures in order to best improve. Failure to function as expected is to be expected. It is a perfectly general feature of systems not to do what we expected them to do.
- The height and depth of practical wisdom lies in the ability to recognize and not to fight against the Laws of Systems. The most effective approach to coping is to learn the basic laws of systems behavior. Problems are not the problem; coping is the problem
- "Anergy" is the unit of human effort required to bring the universe into line with human desires, needs, or pleasures. The total amount of anergy in the universe is constant. While new systems may reduce the problem it set out to, it also produces new problems.
- A complex system that works is invariably found to have evolved from a simple system that worked. A complex system designed from scratch never works and can not be made to work. You have to start over, beginning with a working simple system. Few areas offer greater potential reward than understanding the transition from working simple system to working complex system
- The system is its own best explanation – it is a law unto itself. They develop internal goals the instant they come into being and these goals come first. Systems don't work for you or me. They work for their own goals and behaves as if it has a will to live
- The system itself does not solve problems. The system represents someone's solution to a problem. The problem is a problem precisely because it is incorrectly conceptualized in the first place, and a large system for studying and attacking the problem merely locks in the erroneous conceptualization into the minds of everyone concerned. What is required is not a large system, but a different approach. Solutions usually come from people who see in the problem only an interesting puzzle, and whose qualifications would never satisfy a select committee. Great advances do not come out of systems designed to produce great advances. Major advances take place by fits and starts
- If you can't change the system, change the frame – it comes to the same thing. The proposed reframing must be genuinely beneficial to all parties or it will produce a destructive kickback.
- Form may follow function but don't count on it. As systems grow in size and complexity, they tend to lose basic functions (supertankers can't dock)

#learning

- Knowledge is useful in the service of an appropriate model of the universe, and not otherwise. Information decays and the most urgently needed information decays fastest. However, one system's garbage is another system's precious raw material. The information you have is not the information you want. The information you want is not the information you need. The information you need is not the information you can obtain.

#quotes

- "What the pupil must learn, if he learns anything, is that the world will do most of the work for you, provided you cooperate with it by identifying how it really works and identifying with those realities." – Joseph Tussman

The Master Algorithm: How the Quest for the Ultimate Learning Machine Will Remake Our World by Pedro Domingos

#complexity

- An algorithm is a series of instructions telling a computer what to do. No matter how complex, there are 3 options – and, or, not. Claude Shannon's breakthrough thesis was that resistors use logic based on these options

#probstats

- Overfitting is a big problem and occurs when data is stuffed in and patterns are thought to be there that really aren't. One way to limit this is by rewarding simpler theories and algorithms

#EQ

- Law of affect – people move towards pleasure and away from pain

#learning

- Relational learning – Best way to understand an entity is to see how it relates, fits in and acts with the entities around it. This way it is not an individualistic exercise, but a holistic, network-type view. Predator and have deeply intertwined characteristics. This may be one of the best ways to understand how the world works

#simplecomplex

Thinking, Fast and Slow by Daniel Kahneman

#simplicity

- Ideas described with more complex words seen as less intelligent. Use familiar words to describe you're ideas (rhymes often work best for people to remember)

The Laws of Simplicity by John Maeda

#simplicity

- 3 Keys

- 1. More appears like less by moving it far away (technology on the cloud)
- 2. openness simplifies complexity
- 3. Use less, gain more – urgency and the creative spirit go hand in hand
- Basic simplicity laws
 - 1. Thoughtful reduction – be careful of what you remove. Shrink the product, hide the complexity and embody quality into product
 - 2. Organize – makes the many appear fewer and more manageable. What goes with what (slip – sort, label, integrate and prioritize)
 - 3. Save time- savings in time feels like simplicity and waiting is associate with complexity. A reduced wait is an in amiable reward and are loyal to companies who help us achieve this. Balance between shrinking wait time and making wait time more tolerable
- Intermediate Simplicity Laws
 - 4. Learn – knowledge makes everything simpler. Put yourself in a first time learners shoes if trying to teach. Repetition is key and related to simplicity. Help people avoid desperation. Relate, translate and surprise the user.
 - 5. Simplicity and complexity need each other – do not know fat if have only seen skinny.
 - 6. Context – what lies in the periphery is definitely not peripheral. Be a lightbulb instead of a laser to illuminate everything around you. Ambiance is everywhere and all important
- Deep Simplicity Laws
 - 7. More emotions are better than less – smiley faces in texts and emails. An object or service makes you feel something and then you feel for it (protect iPod with case)
 - 8. In simplicity we Trust – trust those who's skill in an area greater than your own (chef tasting menu). Trust implicitly and then adapt if necessary
 - 9. Some things can never be made simple – and some things you do not want simplicity in (relationships, certain art...).
 - 10. Simplicity is about subtracting the obvious and adding the meaningful

Deep Simplicity by John Gribbin

#breakdown

- Common themes – explains complex/complicated objects by breaking down to its simplest parts and begin by explaining these – emergence, the whole is greater than the sum of its parts

#simplicity

- DNA is more of a recipe than a blueprint – much simpler, more elegant as it doesn't have to have everything planned out, simply the base of what is needed
- Fractals are scale invariant (look the same no matter if microscopic or macroscopic view)
- Near fractal self-symmetry is pervasive in living organisms
- World starts with the simple and eventually leads to the complex

#complexity

- Nature's power law – smaller events (earthquakes) occur predictably more than larger events (earthquakes) but both at random. Power law a deep universal truth affecting people, weather, earthquakes, economy, etc. ($1/f$ noise)
- The most interesting things happen on the edges of chaos. Natural for simply systems to organize at the edge of chaos
- Chaos begets complexity, complexity begets life

- Chaos and complexity based on two simple ideas – sensitivity of a system to its given starting condition and feedback

#learning

- Evolution has no aim, it simply helps species fit the niches they're in. Species do not get better or worse at surviving, simply are better/worse at surviving particular niche in a particular time
- Galileo, Newton, Faraday, Maxwell (electromagnets), Einstein (general/specific relativity), Fourier (Law of transfer of heat), Rumford (heat is work), Joule / Helmholtz (conservation of energy), Clausius (entropy), Boltzmann (over time, gas averages out in a container), Poincaré (solar system orbits are stable, periodic; foundations of chaos), Lorenz (butterfly effect), Turing (cryptography, AI, embryonic development)

#connected

- All life built on networks – interconnections between simple parts that make up the complex system (emergence of life from non life)

Antifragile: Things that Gain from Disorder by Nassim Taleb

#fragility

- The longest surviving works are the most robust as time devours everything, the fragile first
- When you find antifragile options, there are hidden benefits and therefore need to be right less often compared to linear payoffs to still wind up on top
- Anything that has more upside than downside during random events has antifragility. Moving towards simplicity and removing things makes things more antifragile than adding anything
- Central illusion in life – randomness is risky. Man made smoothing of randomness makes things more fragile. Daily variability helps strengthen a person or system

#hardwork

- Exposure more important than knowledge. Do, rather than just learn

#simplicity

- Robust decisions rarely require more than one good reason. The man with the most alibis is usually guilty. In addition, a man should be known for one great idea
- When have optionality, do not need to understand something perfectly and can make good decisions with less information. Can still limit downside and have upside. Having options helps us understand ourselves as we are forced to decide

#avoid

- Avoiding being a sucker is quickest way to become antifragile. We know much more of what is wrong than what is right (negative knowledge). Disconfirmation much more rigid than confirmation

#learning

- There is logic in nature much deeper than we can often understand

How Nature Works by Per Bak

#complexity

- SOC is a law of nature - Critical state is the most efficient state that can happen dynamically. Why does it occur all over nature? Because it is robust and efficient!! Fluctuations are not perfect but they are healthy for dynamic systems. An over-engineered system may be more efficient for some time but catastrophically unstable
- Self-organized criticality (SOC) is a new way of viewing nature – perpetually out of balance but in a poised state, a critical state, where anything can happen within well-defined statistical laws. The aim of the science of SOC is to yield insight into the fundamental question of why nature is complex, not simple, as the laws of physics imply
- Manifestations of SOC – regularity of catastrophic events, fractals, $1/f$ noise, Zipf's laws
- Earthquakes may be the cleanest and most direct examples of SOC in nature
 - 1. Faults form fractals; earthquakes follow power laws
 - 2. Crust of earth has self-organized to the critical state, as evidenced by the Gutenberg-Richter law (simple power law)
- Complex systems – systems with large variability. Biggest puzzle of all may be how does complexity arise out of simple laws
- Chaos theory – shows that simple, mechanical systems show unpredictable behavior. Chaos is not complexity – gas in a chamber is chaotic but not complex
- Nature is SOC, the only known mechanism to generate complexity
- Real life operates at the point between order and chaos, the critical state. Punctuations, avalanches, are the hallmarks of SOC
- Punctuated equilibrium – rate of evolution occurs periodically in spurts. This idea is at the heart of the dynamics of complex systems (expect Black Swans!) These fluctuations are unavoidable and cannot be repressed over the long-term and the most efficient systems show fluctuations of all sizes!

#learning

- Maybe understanding is coming up with metaphoric pictures - All thinking is a type of analogy
- Quality, in same way, emerges from quantity. But how? Maybe through the ever pressing laws of nature and scarcity. The fittest (most able to rapidly adapt) will survive and this becomes deemed as “quality”

#balance

- Systems in balance are not complex and generally have no emergent properties

#adapt

- Fitness – we are “fit” only as long as the network/ecosystem exists in its current form. Fitness is not absolute and evolution cannot be seen as a drive towards a more fit species

#simplicity

- Insight seldom arises from complicated messy modeling, but more often from gross oversimplification. Once the essential mechanism has been identified, it is easy to check for robustness by tagging on more and more details

Complexity: A Guided Tour by Melanie Mitchell

#complexity

- Complexity - How large numbers of relatively simple entities organize themselves, without benefit of any central controller, into a collective whole that creates patterns, uses information, and, in some cases, evolves and learns.

#systems

- This balancing act between unfocused exploration and focused exploitation has been hypothesized to be a general property of adaptive and intelligent systems
- Systems in which organized behavior arises without an internal or external controller or leader are sometimes called self-organizing. Simple rules produce complex behavior in hard-to-predict ways, the macroscopic behavior of such systems is sometimes called emergent
- Order is created out of disorder, upending the usual turn of events in which order decays and disorder (or entropy) wins out. A complete account of how such entropy-defying self-organization takes place is the holy grail of complex systems science
- Continuous interplay of unfocused, random explorations and focused actions driven by the system's perceived needs. Early explorations, based on little or no information are largely random and unfocused. As information is obtained and acted on, exploration gradually becomes more deterministic and focused in response to what has been perceived by the system.
- Prediction of complex systems impossible as can never know starting conditions precisely and small changes lead to huge differences in outcomes. However, there are universal traits to chaotic systems: period doubling route to chaos (bifurcation) and Feigenbaum's constant

#learning

- Why the second law of thermodynamics is different from all other physical laws in that it should distinguish between the past and future while all other laws of nature do not is perhaps the greatest mystery in physics

#connected

- Network thinking will permeate through all human activity and inquiry. A major discovery to date of network science is that high-clustering, skewed degree distributions and hub structure seem to be characteristic of the vast majority of all the natural, social and technological networks that network scientists have studied

#scale

- Metabolic rate proportional to body mass $^{3/4}$
 - 1. Larger animals are more efficient than smaller ones and this leads to heart having to work less hard and the larger animal, on average, to live longer

Complexity: The Emerging Science at the Edge of Order and Chaos by Mitchell Waldrop

#complexity

- Complex adaptive systems – characterized by perpetual novelty; dispersed, hierarchical, learn / adapt / evolve, anticipate the future. Can never get to equilibrium as new opportunities are always being created by the system – always unfolding, always in transition
- Edge of chaos – found right in between order and chaos, aka complexity
 - 1. Stable enough to store information but evanescent enough to transmit it
 - 2. Observe systems in terms of how they behave instead of how they are made

- Learning and evolution move agents along the edge of chaos towards ever greater complexity, sophistication and functionality
 - 1. One of the greatest questions and mysteries is why life gains 'quality' and becomes more complex over time. It is also one of the most fascinating and profound clues as to what life is all about
- Self-organization found everywhere! – positive feedback, increasing returns, lock-in (more niches dependent on a technology, the harder it is to change that technology until something vastly better comes along), unpredictability, tiny events that have immense consequences all seem to be a re-requisite for life itself
- Complex systems all over nature have somehow acquired ability to bring order and chaos into a special kind of balance – the edge of chaos. The components of the system never lock into place yet never dissolve into turbulence either. the edge of chaos is where life has enough stability to sustain itself and enough creativity to deserve the name of life. The edge of chaos is where new ideas and innovative genotypes are forever nibbling away at the edges of the status quo and where even the most entrenched old guard will eventually be overthrown; where eons of evolutionary stability suddenly give way to wholesale species transformation. the edge of chaos is the constantly shifting battle zone between stagnation and anarchy, the one place where a complex system can be spontaneous, adaptive and alive.

#society

- 'Aliveness' lies in the organization of the molecules and not the molecules themselves
- Them that has, gets – domino effect once tipping point hits leads to cascades and often winner-take-all systems. Increasing returns prominent when marginal cost is minimal (software for example)
- Emergence is hierarchical – building blocks at one level combining into new blocks at a higher level. Hierarchies are one of the fundamental organizing principles of the world. Found everywhere because a well-designed hierarchy is an excellent way of getting some work done without any one person being overwhelmed or having to know everything. Also, utterly transforms a system's ability to learn, evolve and adapt – can reshuffle building blocks and take giant leaps. Can describe a great many complicated things from relatively few building blocks

#learning

- Life is based to a great degree on its ability to process and store information and then mapping it out to determine proper action

#connected

- Power truly lies in connections – exploitation (improving what you already have) vs. exploration (taking big risk for big reward)

#simplicity

- You keep as many options open as possible and go for what's workable, rather than what's 'optimal'

Hidden Order: How Adaptation Builds Complexity by John Holland

#EQ

- Behavior depends much more upon interactions of agents than their actions

#learning

- Catalog of all activities does not equal understanding the effect of changes in the ecosystem
- Cross-disciplinary comparisons are vital as subtle characteristics in one context can be easily drawn out in others

#complexity

- A major part of the modeling effort for any Complex Adaptive System, then, goes into selecting and representing stimuli and responses, because the behaviors and strategies of the component agents are determined thereby. Once we specify the range of possible stimuli and the set of allowed responses for a given agent, we have determined the kinds of rules that agent can have. Overall, we will view CAS as systems composed of interacting agents described in terms of rules. These agents adapt by changing their rules as experience accumulates. In CAS, a major part of the environment of any given adaptive agent consists of other adaptive agents, so that a portion of any agent's efforts at adaptation is spent adapting to other adaptive agents, co-evolution (Red Queen). This one feature is a major source of the complex temporal patterns that CAS generate
- The 7 Basics
 - 1. Aggregation - Simplifies complex systems by grouping similar things which leads to constructing models as these are prime building blocks
 - 2. Tagging - Facilitates selective interaction – filtering, specialization, cooperation leads to emergence of meta-agents and organizations through individual agents are always changing
 - 3. Non-linearity - Behavior in aggregate more complex than the parts would indicate
 - 4. Flows - Nodes (processors, agents), connectors (designate possible interactions), Resources
 - 5. Diversity - CAS systems get diverse via adaptation which leads to further interactions and new niches – symbiosis, parasitism, mimicry, biological arms races
 - 6. Internal models - Mechanisms CAS used to anticipate – eliminate details so that selected patterns are emphasized
 - 7. Building blocks - Deconstruct complex problem into simpler parts which can be used and reused in different circumstances. The search for powerful building blocks is the most effective way to make the best internal models. We can a significant advantage when we can reduce the building blocks at one level to interactions and combinations of building blocks at a lower level: the laws at the higher level derive from the laws at the lower level building blocks.

#society

- Default hierarchy – early on, agents will depend on overly general default rules that serve better than random actions. As experience accumulates, these internal models will be modified by adding competing, more specific exception rules. These will interact symbiotically with the default rules and the resulting model is called a default hierarchy. Default hierarchies expand over time from general default to specific exceptions (the young man knows the rules, the old man the exceptions)

#lifehack

- Successful approach to any theory – interdisciplinary; computer-based thought experiments, a correspondence principle (models should encompass standard models from prior studies in relevant disciplines); a mathematics of competitive processes based on recombination

At Home in the Universe by Stuart Kauffman

#systems

- For most systems, equilibrium = death

#complexity

- Cambrian pattern of evolution – It is a general principle that innovations are followed by rapid, dramatic improvements in a variety of very different directions followed by successive improvements that are less and less dramatic.
- Life exists in between order and chaos – in a kind of phase transition where it is best able to coordinate complex activities and evolve

#fragility

- Homeostasis, the ability to survive small perturbations, required for life to survive

#connected

- Small-world, sparsely connected networks are extremely efficient at connecting agents and trend toward internal order

#learning

- Explore and try vastly different areas to possibly get outsized rewards (deep fluency in many fields and iterate constantly with small bets and pursue promising areas – parallel traced scan)
- Diversity begets diversity and growth but must first cross the supracritical threshold to hit the autocatalytic phase transition. Diversity (resources, goods, trade, skills, etc.) great predictor of economic growth
- Patch Procedure - Take a hard, conflict-laden task in which many parts interact and divide it into a quilt of nonoverlapping patches. Try to optimize within each patch. As this occurs, the couplings between part in two patches across patch boundaries will mean that finding a “good” solution in on patch will change the problem to be solved by the parts in adjacent patches... – models coevolving ecosystems

#history

Heroes of History by Will Durant

#learning

- Confucius
 - 1. Living a simple life in accord with nature is wisdom
 - 2. Wisdom cannot be transferred through words, only can learn from experience
 - 3. Aimed to spread morality through education
- Best way to prepare for present problems is to study the past for that is where you learn the true nature of humankind

#EQ

- Due to our hunter gatherer past, humans are innately promiscuous, acquisitive, innovative and pugnacious. Civilization and morality developed around and in order to keep these characteristics in check

#society

- Excess generally creates its opposite. One of the most regular occurrences in history is the cycle between Puritanism and hedonism

The Outsiders by William Thorndike

#wealth

- Increase in per share value is what counts in the long run, not overall growth or size
- 5 essential choices for deploying capital – investing in existing operations, acquiring other businesses, issuing dividends, paying down debt or repurchasing stock
- Start by determining the hurdle rate, the minimum acceptable return for investment projects. This is one of the most important decisions any CEO makes. Should be made in reference to the set of opportunities available to the company and should generally exceed the blended cost of equity and debt capital (mid teens or higher usually)
- Calculate returns for all internal and external investment alternatives and rank them by return and risk. Use conservative assumptions and calculations do not need to be perfectly precise
- 3 alternatives for raising it – tapping internal cash flow, issuing debt or raising equity
- Got funding from 3 sources – debt (great for tax efficiencies), issuing equity (sparingly) and selling assets (opportunistic and only if it came with tax advantages)
- Cash flow, not reported earnings, is what determines long-term value

#breakdown

- Decentralized organizations release entrepreneurial energy and keep both costs and unhappiness down

#leadership

- Operations highly decentralized but capital allocation decisions extremely centralized
- CEOs are often frugal, humble, not overly charismatic, analytical and understated people who were devoted to their families
- CEOs need to do 2 things to be successful – run their operations efficiently and deploy the cash generated by those operations
- 2 major allocation jobs for CEO – financial and human
- Frugality, keeping headcount low, attention to margins, and improving overall business (getting best news talent and technology) other tenets
- In hiring process, clearly preferred intelligence, ability and drive over direct industry experience
- Best capital allocators are practical, opportunistic and flexible. They are not bound by ideology or strategy
- Often find that the most technically savvy CEOs typically are some of the last to implement new technology, preferring the role of technological “settler” as opposed to “pioneer.”

#character

- Buffett believes the key trait for long-term success is temperament – willingness to be “greedy when others are fearful”

The Innovators by Walter Isaacson

#society

- Collaboration between thousands or millions of people who might not know each other at all is the closest thing to a revolutionary idea that has come out of the digital revolution

#hardwork

- Having a great idea often is not enough. Must partner with someone who can act on the idea and bring it to fruition. Those who can do both are the true geniuses

Crossing the Chasm by Geoffrey Moore

#persuasion

- Market Development Strategy Checklist. This list consists of a set of issues around which go-to-market plans are built, each of which incorporates a chasm-crossing factor, as follows:
 - 1. Target customer
 - 2. Compelling reason to buy
 - 3. Whole product
 - 4. Partners and allies
 - 5. Distribution
 - 6. Pricing
 - 7. Competition
 - 8. Positioning
 - 9. Next target customer
- There are two keys to success here. The first is to have thoroughly thought through the “whole solution” to a particular target end user market’s needs, and to have provided for every element of that solution within the package. This is critical because there is no profit margin to support an afterpurchase support system. The other key is to have lined up a low overhead distribution channel that can get this package to the target market effectively.
- This is a standard pattern in crossing the chasm. It is normally the departmental function who leads (they have the problem), the executive function who prioritizes (the problem is causing enterprise-wide grief), and the technical function that follows (they have to make the new stuff work while still maintaining all the old stuff).

#learning

- The key is to understand how intuition—specifically, informed intuition—actually works. Unlike numerical analysis, it does not rely on processing a statistically significant sample of data in order to achieve a given level of confidence. Rather, it involves conclusions based on isolating a few high-quality images—really, data fragments—that it takes to be archetypes of a broader and more complex reality. These images simply stand out from the swarm of mental material that rattles around in our heads. They are the ones that are memorable. So the first rule of working with an image is: If you can’t remember it, don’t try, because it’s not worth it. Or, to put this in the positive form: Only work with memorable images.

The Everything Store: Jeff Bezos and the Age of Amazon by Brad Stone

#character

- Regret minimization framework – put yourself on your deathbed and imagine what you’d regret. If you’re facing a difficult decision, this exercise is very helpful to gain perspective

- Bezos recognized early on the importance of having transparent customer reviews in order to gain trust and provide a better shopping experience
- 6 core values – customer obsession, frugality, innovation, bias for action, ownership, high bar for talent
- It is almost always harder to be kind than clever

#learning

- Influenced by a book called Creation by Steve Grand. Instead of trying to predict what people want, offer the smallest amounts of infrastructure to developers, get out of the way and see what happens and then iterate. AWS helps startups, individuals and companies achieve this business strategy

#communication

- Bezos believes truth arises when different perspectives and beliefs are argued transparently, even sometimes explosively

The Master Switch: The Rise and Fall of Information Empires by Tim Wu

#adapt

- There is a difference between sustaining innovations (improvements on current technologies but don't disrupt the market) and disruptive innovations (threatens to displace products altogether)
- One should never underestimate the power an entrenched industry has in resisting innovation

Why Don't We Learn From History? by BH Liddell Hart

#learning

- All of us do foolish things—but the wiser realize what they do. The most dangerous error is failure to recognize our own tendency to error. That failure is a common affliction of authority.
- History can show us what to avoid, even if it does not teach us what to do— by showing the most common mistakes that mankind is apt to make and to repeat. A second object lies in the practical value of history. "Fools," said Bismarck, "say they learn by experience. I prefer to profit by other people's experience." The study of history offers that opportunity in the widest possible measure. It is universal experience – infinitely longer, wider, and more varied than any individual's experience.

#hardwork

- "Hard writing makes easy reading." Such hard writing makes for hard thinking.

#character

- Bad means lead to no good end.

#society

- Vitality springs from diversity—which makes for real progress so long as there is mutual toleration, based on the recognition that worse may come from an attempt to suppress differences than from acceptance of them.

Energy and Civilization: A History by Vaclav Smil

#society

- Energy is the only universal form of currency. It must be transformed in order to get anything done. Although the concept is universal, defining what energy is has proven hard.
- The entire flow of history can be seen as the desire for control of more versatile and condensed field of energy and converting it faster and with more efficiency to light, heat or motion
- There are three steps in the agricultural revolution: the use of animals which helps eliminate the most difficult jobs, freeing up time to pursue other activities or simply make the work easier for the us; fertilization and irrigation which helps the whole process become more efficient; broader array of crops which helps make the whole process more productive and robust

#biography

Thomas Jefferson: The Art of Power by Jon Meacham

#leadership

- The greatest leaders are not dreamers nor dictators but those who understand the mechanics of influence and know when to change their minds. People are always torn between the ideal and the real. The true leaders know how to balance this tension. Jefferson's combination of philosopher and politician is what helped make him so powerful

#biography

- Thomas Jefferson responsible for the rise of individualism, Louisiana purchase and the opening of the west, Lewis and Clark expedition, democratic move in America to check the power of established forces, gave the nation the idea of American progress and the future will be better than the past. Thought of as the designer of America

Alexander Hamilton by Ron Chernow

#biography

- Hamilton's influence is hard to understate. He took over a bankrupt country and turned it into a country with a credit rating as high as any European nation, turned the presidential role into an active policy maker instead of a passive one, wrote the majority of the Federalist Papers, helped set the foundation for a liberal democracy, founded the central bank, rolled the state's debt after the war into the federal government and much more. He was given a blank slate and can be considered the father of the American government. Hamilton, although the most influential policy maker in American history, never gained even a single presidential vote. He was a moral absolutist, bad at compromise, had little sympathy for the every day voter – overall, not a great politician

Washington: A Life by Ron Chernow

#leadership

- Washington always sought to conceal his feelings and not express too much emotion. He was a master at controlling his emotions but when he cracked, he was full of great wrath. Opacity was his means for influence and shaping events. He commanded respect from all because people knew how emotional and passionate he was, yet how well he managed these emotions. He possessed the gift of listening and self command but only after work hard at attaining these traits

- Washington was careful but a bit unorthodox in his selection of high ranking generals. General Greene had almost no military experience and General Knox was very overweight. Washington bucked his aristocratic streak and gave promising men the opportunity to rise and learn although they didn't seem to have the credentials. Nearly all the men he chose performed admirably. Washington excelled as a leader because he was able to select the men he saw as most able and then get the most out of them. After the war, Washington assembled one of the most impressive and effective cabinet members in history, notably Hamilton as Secretary of Treasury and Jefferson as Secretary of State
- It is to Washington's credit that he studied England's weaknesses but also her strengths in order to determine what practices to exploit and which to emulate. With Hamilton's influence, Washington established the national debt and national bank
- Washington's greatest achievement laid in cobbling together unifying and motivating a diverse group of people who had to come over substantial odds to be the British army

Leonardo da Vinci by Walter Isaacson

#questioning

- What set Leonardo da Vinci apart was not "genius" but extreme observation and curiosity – he had a passion which was both playful and obsessive.

#learning

- He was the master of combining art and science. Separating the two is a man-made construct and a false duality. The infinite works of nature are woven together in a unity with marvelous patterns
- Observing, analyzing, and trying to find better ways to do things became Leonardo's method of learning – this preempted the scientific method by several hundred years
- Analogy is one of the best ways to appreciate and understand nature. Because of his close observation, Leonardo noticed connections between how the human body (micro) and the earth (macro) worked similarly and how they were connected. The interconnection of nature and the unity of its patterns is a constant theme in his work. He was able to observe similarities between how blood pumped through veins and capillaries, how water made its way through branches in plants, how water flowed from rivers and tributaries. His cross-field, multidisciplinary observations and connections were unlike anything the world had ever seen
- Leonardo observed that there are no definite lines or boundaries in nature so he began blending his paintings (sfumato) which went against the traditional, linear approach common at that time

#adapt

- A mark of a great mind is the willingness to change and drop preconceived notions. Leonardo's gift was to seek and find patterns, establish frameworks and apply them to various fields. But equally important, he wouldn't let these patterns blind him

Benjamin Franklin: An American Life by Walter Isaacson

#biography

- Franklin only man to shape all the founding documents of America – alliance with France, treaty with England, Declaration of Independence and the US Constitution. Multitudes of inventions – stove, bifocals, 2 party legislature, electricity, and continually reinvented himself

#character

- Franklin Effect – ask a small favor of others and they will come to like you
- Wrote a guide on how to live and be moral without referencing religious texts. Often didn't follow but was proud of the list – temperance, silence, order, resolution, frugality, industry, sincerity, justice, moderation, cleanliness, tranquility, chastity, humility
- But maybe his most important invention was an American identity based on the virtues of the middle class. Over anything else, he was pragmatic and wanted to do well unto others

#adapt

- He was like a chameleon who adapted to the times and the people/culture around him. His pragmatism, maxims, frugality and industriousness drew critics for its lack of romanticism but far more fans.

#rational

- Reason allows man to find an excuse for anything his brain wants to do

#forecasting

- Ounce of prevention is worth a pound of cure

Titan: The Life of John D. Rockefeller, Sr. by Ron Chernow

#character

- His motto – make as much as you can, save as much as you can, give as much as you can

Einstein: His Life and Universe by Walter Isaacson

#learning

- Rarely thought in words – always pictures. Led to lightning on train thought experiment as well as falling in an elevator in space to contemplate gravity