

# MY PERSONAL BIBLE

Words I like to re-read and remember

www.kevinhabits.com

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*Happiness is a perfume you cannot pour on others without getting some on yourself - Emerson*

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## **The case for Bitcoin - Wences Casares** [[source](#)]

To illustrate the power of these qualities, consider that today the only standard of value and settlement that the United States of America can be certain that The People's Republic of China (PRC) will not discriminate access to, censor transactions from or dilute the value of is the Bitcoin Blockchain.

The only innovation of the Blockchain is its sovereignty, the only sovereign Blockchain so far is the Bitcoin Blockchain and the fuel that keeps it sovereign is the Bitcoin currency.

If Bitcoin succeeds it may be a global non-political standard of value and settlement. The world already has a global non-political standard of length in the meter, and a global non-political standard of weight in the kilo. Could you imagine a world in which we changed the length of the meter or the weight of the kilo regularly according to political considerations? Yet that is what we are doing with our standard of value.

However, the history of protocols is very different. Once a protocol gets established it almost never changes. For example, we are using IP (Internet Protocol, or just "the Internet" colloquially) for almost all transport of data (until the late 90s cisco routers used to route dozens of protocols, today they only route IP). We are using only one web protocol and only one email protocol. The email protocol, for example, is quite simple and limited.

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**Rafa: My Story** (work in progress)

One lesson I've learned is that if the job I do were easy, I wouldn't derive so much satisfaction from it. The thrill of winning is in direct proportion to the effort I put in before. I also know, from long experience, that if you make an effort in training when you don't especially feel like making it, the payoff is that you will win games when you are not feeling your best. That is how you win championships, that is what separates the great player from the merely good player.

I try and become a tennis machine, even if the task is ultimately impossible. I am not a robot; perfection in tennis is impossible, and trying to scale the peak of your possibilities is where the challenge lies.

Forty-five minutes before the game was scheduled to start I took a cold shower. Freezing cold water. I do this before every match. It's the point before the point of no return; the first step in the last phase of what I call my pre-game ritual. Under the cold shower I enter a new space in which I feel my power and resilience grow. I'm a different man when I emerge. I'm activated. I'm in "the flow." [...] Nothing else exists but the battle ahead.

If I have to hit the ball twenty times to Federer's backhand, I'll hit it twenty times, not nineteen. If I have to wait for the rally to stretch to ten shots or twelve or fifteen to bide my chance to hit a winner, I'll wait.

In exceptional circumstances I might even skip morning training and train in the afternoon instead. What you can't do is make the exception the rule. You can train once in the afternoon, but not three afternoons running. Because then training becomes secondary in your mind, it ceases to be the priority, and that's the beginning of the end.

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*For things are things because of mind,  
as mind is mind because of things.*

## **12 Rules for Life - Jordan Peterson [[source](#)]**

We must each adopt as much responsibility as possible for individual life, society and the world. We must each tell the truth and repair what is in disrepair and break down and recreate what is old and outdated.

Walk tall and gaze forthrightly ahead. Dare to be dangerous. Encourage the serotonin to flow plentifully through the neural pathways desperate for its calming influence.

God's a judgmental father. His standards are high. He's hard to please.

There's some real utility in gratitude. It's also good protection against the dangers of victimhood and resentment.

Consult your resentment. It's a revelatory emotion, for all its pathology. It's part of an evil triad: arrogance, deceit, and resentment. Nothing causes more harm than this underworld Trinity.

People often get basic psychological questions backwards. Why do people take drugs? Not a mystery. It's why they don't take them all the time that's the mystery. Why do people suffer from anxiety? That's not a mystery. How is it that people can ever be calm? There's the mystery. We're breakable and mortal. A million things can go wrong, in a million ways. We should be terrified out of our skulls at every second. But we're not. The same can be said for depression, laziness and criminality.

How can the rest of us manage, when a man of Tolstoy's stature admits defeat? For years, he hid his guns from himself and would not walk with a rope in hand, in case he hanged himself. How can a person who is awake avoid outrage at the world?

Stop saying those things that make you weak and ashamed. Say only those things that make you strong. Do only those things that you could speak of with honor.

The productive, truthful sharer is the prototype for the good citizen, and the good man.

“No tree can grow to Heaven,” adds the ever-terrifying Carl Gustav Jung, psychoanalyst extraordinaire, “unless its roots reach down to Hell.”

When softness and harmlessness become the only consciously acceptable virtues, then hardness and dominance will start to exert an unconscious fascination.

What shall I do with my life? Aim for Paradise, and concentrate on today.

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*The job of a storyteller is to make your obsessions into the audience's obsessions*

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### **Regrets of the dying** [[source](#)]

For many years I worked in palliative care. My patients were those who had gone home to die. [...] I was with them for the last three to twelve weeks of their lives.

1. I wish I'd had the courage to live a life true to myself, not the life others expected of me

*Health brings a freedom very few realise, until they no longer have it.*

2. I wish I hadn't worked so hard

*All of the men I nursed deeply regretted spending so much of their lives on the treadmill of a work existence.*

3. I wish I'd had the courage to express my feelings

*Many developed illnesses relating to the bitterness and resentment they carried as a result.*

4. I wish I had stayed in touch with my friends

*Everyone misses their friends when they are dying.*

5. I wish that I had let myself be happier

*Fear of change had them pretending to others, and to their selves, that they were content. When deep within, they longed to laugh properly and have silliness in their life again.*

.....  
*A good idea is to behave well to other people. Show them respect, and help them as much as you possibly can, and it'll be repaid hundredfolds -  
Amelia Harper (age 103)*  
.....

By the time you're 81, you know dozens of people that died much younger, in their 30's and 40's and 50's from accidents, suicide, rare diseases, you name it. So just by being alive still, my heart fills with gratefulness that I got at least 81 years to experience life. When I was young, I would have thought that sounded pathetic, to be so easily made happy that waking up and having chats, or reading the paper, or walking outside would fill me with joy. When you're young, that's never enough. You feel like you need to leave your mark and make a big name for yourself. But a funny thing happens as you age. You live long enough to see some people you know become big shots, became rich or famous in some way, but most aren't made much happier by it, and some become lost when the notoriety fades. And then loving life for the small things starts to shift from feeling pathetic and small, to feeling wise and full. In fact, if life has taught me anything, it's that the reason we're here is to be present with the privilege of each moment, as much as possible.

Thinking about your goals tomorrow matter of course, and cherishing yesterday's memories. But more than anything, I think what has kept me healthy and happy is appreciating the privilege of each moment. When you're a little kid, that's how you think. You appreciate recess at school, or going down a sliding board, or a walk through the woods. **DON'T LOSE THAT.** That, whatever that is, is the reason we're here. Being connected to small moments so strongly that they feel large. If you can do that well, you can enjoy being 80 as much as 40 or 20

-comment from YouTube

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*Make your own Bible. Select and collect all the words and sentences that in all your readings have been to you like the blast of a trumpet. - Emerson*

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**Kevin Kelly life advice** [[source](#)]

When you forgive others, they may not notice, but you will heal.  
Forgiveness is not something we do for others; it is a gift to ourselves.

Efficiency is highly overrated; Goofing off is highly underrated.

Your growth as a conscious being is measured by the number of uncomfortable conversations you are willing to have.

Nothing beats small things done every day, which is way more important than what you do occasionally

What you do on your bad days matters more than what you do on your good days.

Getting cheated occasionally is the small price for trusting the best of everyone, because when you trust the best in others, they generally treat you best.

Habit is far more dependable than inspiration. Make progress by making habits. Don't focus on getting into shape. Focus on becoming the kind of person who never misses a workout.

Our descendants will achieve things that will amaze us, yet a portion of what they will create could have been made with today's materials and tools if we had had the imagination. Think bigger.

Rather than steering your life to avoid surprises, aim directly for them.

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*We shall not cease from exploration*

*And the end of all our exploring  
Will be to arrive where we started  
And know the place for the first time  
- T.S. Eliot*

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## **The internet is a giant machine** [[source](#)]

The bottom line, Williams said, is that the internet is "a giant machine designed to give people what they want." It's not a utopia. It's not magical. It's simply an engine of convenience. Those who can tune that engine well -- who solve basic human problems with greater speed and simplicity than those who came before -- will profit immensely.

What the internet is doing now is connecting everyone and everything, every event and every thought, in multiple ways -- layer upon layer of connection. Increasingly, everything that happens and everything we do, everyplace you go and check in, every thought you have and share, and every person who liked that thought... is all connected...and it keeps multiplying relentlessly

"The internet makes human desires more easily attainable. In other words, it offers convenience," he said. "Convenience on the internet is basically achieved by two things: speed, and cognitive ease." In other words, people don't want to wait, and they don't want to think -- and the internet should respond to that. "If you study what the really big things on the internet are, you realize they are masters at making things fast and not making people think."

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*I've been absolutely terrified every moment of my life - and I've never let it keep me from doing a single thing I wanted to do. - Georgia O'Keefe*

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## **Self-Reliance** [[source](#)]

In every work of genius we recognize our own rejected thoughts; they come back to us with a certain alienated majesty.

But man postpones or remembers; he does not live in the present, but with reverted eye laments the past, or, heedless of the riches that surround him, stands on tiptoe to foresee the future.

Discontent is the want of self-reliance: it is infirmity of will.

Great works of art teach us to abide by our spontaneous impression, else tomorrow a stranger will say with masterly good sense precisely what we have thought and felt all the time

*And some random quotes:*

Happiness is a perfume you cannot pour on others without getting some on yourself.

Concentration is the secret of strength in politics, in war, in trade, in short in all management of human affairs.

It is one of the blessings of old friends is that you can afford to be stupid with them.

Beauty is an outward gift, which is seldom despised, except by those to whom it is refused.

Fiction reveals truth that reality obscures.

Nothing astonishes men so much as common sense and plain dealing.

Make your own Bible. Select and collect all the words and sentences that in all your readings have been to you like the blast of a trumpet.

He who is not everyday conquering some fear has not learned the secret of life.

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*There are three ingredients in great work: natural ability, practice, and effort. You can do pretty well with just two, but to do the best work you need all three: you need great natural ability and to have practiced a lot and to be trying very hard - PG*

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...opportunity and optionality are often inversely correlated. The challenge is that the greatest rewards generally go to people who are tied down in certain ways. A real lifelong marriage is the deepest relationship you'll ever have because you've committed to a lifetime of faithfulness. Likewise, you only get to raise money for a startup when investors are confident you're committed for the long haul.

Being an optimist is easy. Being a patriot is hard. But with patriotism comes wisdom. Patriots know things can be worth caring for even when they're imperfect. Often, their love expands in moments of difficulty.

In matters of the heart, commitment brings meaning. In matters of the mind, commitment brings knowledge. And in matters of the material world, running towards the responsibility that comes with commitment takes courage — and with courage comes achievement. People can only become world-class at things they commit to. **Ultimately, the more hesitant people are about making commitments, the higher the rewards are for people who do.**

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*A fit body, a calm mind, a house full of love. These things cannot be bought - they must be earned. - @naval*

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### **If I Had \$10 Million Dollars** [[source](#)]

How much money do you need to retire and live your best life?  
What would you do differently now that you had all that money?

It may not be cheap, but I'm willing to bet that most of our "dream lives" do not actually require \$10,000,000.

Playing tennis, swimming, and reading more books = these are all things I can do if I make time and prioritize them.

If I had \$10,000,000 in cash, I'd make sure that my life was easier and a lot more fun. Then I'd work on entrepreneurial pursuits to get to

\$50,000,000. That's my plan.

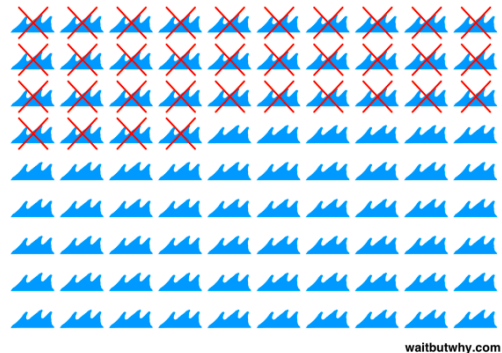
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*The very cave you are afraid to enter turns out to be the source of what you are looking for - Joseph Campbell*

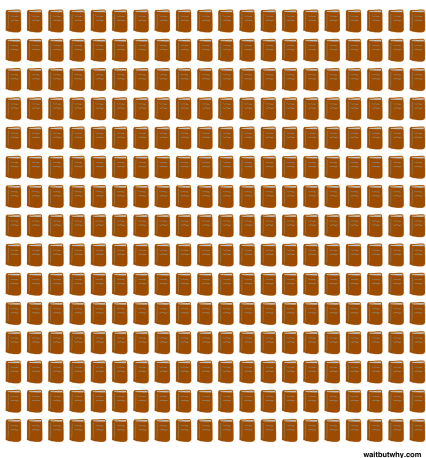
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## The Tail End [\[source\]](#)

It turns out that when I graduated from high school, I had already used up 93% of my in-person parent time. I'm now enjoying the last 5% of that time. We're in the tail end.



In high school, I sat around playing hearts with the same four guys about five days a week. In four years, we probably racked up 700 group hangouts. Now, scattered around the country with totally different lives and schedules, the five of us are in the same room at the same time probably 10 days each decade. The group is in its final 7%.



Living in the same place as the people you love matters. I probably have 10X the time left with the people who live in my city as I do with the people who live somewhere else.

Quality time matters. If you're in your last 10% of time with someone you love, keep that fact in the front of your mind when you're with them and treat that time as what it actually is: precious.

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*If you're efficient, you're doing it the wrong way. The right way is the hard way. The show was successful because I micromanaged it—every word, every line, every take, every edit, every casting. That's my way of life. -*

*Jerry Seinfeld*

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## **The Paradoxes of Modern Life** [[source](#)]

The Paradox of Writing: Great writing looks effortless. But because the ideas are so clear, casual readers don't appreciate how much time it took to refine them.

The Paradox of Originality: Many of history's greatest artists have found their voice by copying others. We discover who we are by imitating others and watching our uniqueness emerge over time.

The Paradox of Specificity: In the age of the Internet, when everybody has Google search and social media, differentiation is free marketing. The more specific your goal, the more opportunities you'll create for yourself.

The Paradox of Strategy: The same things that help you achieve outlier success also increase your chances of outlandish failure. For example, investing with leverage increases your chances of risk and reward.

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*He will be lonely enough  
to have time for the work  
he knows as his own.*

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## **10 lessons from The Beatles** [[source](#)]

The first rule of improvisation (and brainstorming) is "yes... and". When someone suggests an idea, plays a note, says a line, you accept it completely, then build on it. That's how improvisational comedy or music flows. The moment someone says 'no', the flow is broken. As they slog through Don't Let Me Down, George breaks the spell. Instead of building and accepting he leaps to judgement, saying "I think it's awful." Immediately, John and Paul lay down the rules: **"Well, have you got anything?" "you've gotta come up with something better"**.

But at other times, Paul, John and producer Glyn Johns keep at it: pouring out idea after idea. Some of them awful — see ‘Don’t be afraid’ below — but most are just technical ways to reframe the problem: play it faster, play it slower, change the order, change the instruments, add repetition, remove repetition....They never seem to discuss or argue over these changes, **they just play it to see if it works**. They don’t judge the idea, they judge execution.

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*Write books only if you are going to say in them the things you would never dare confide to anyone - Emil Cioran*

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### **The power of visualization** [[source](#)]

Arnold Schwarzenegger - “I had this fixed idea of growing a body like Reg Park’s. The model was there in my mind; I only had to grow enough to fill it. The more I focused in on this image and worked and grew, the more I saw it was real and possible for me to be like him.”

Linsey Vonn - "I always visualize the run before I do it. By the time I get to the start gate, I've run that race 100 times already in my head, picturing how I'll take the turns."

Will Smith - “In my mind, I've always been an A-list Hollywood superstar. Y'all just didn't know yet.”

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*When we go for a walk, the heart pumps faster, circulating more blood and oxygen not just to the muscles but to all the organs—including the brain. Many experiments have shown that after or during exercise, even very mild exertion, people perform better on tests of memory and attention. Walking on a regular basis also promotes new connections between brain cells, staves off the usual withering of brain tissue that comes with age, increases the volume of the hippocampus (a brain region crucial for memory), and elevates levels of molecules that both stimulate the growth of new neurons and transmit messages between them.*

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## **Jonathan Blow's life advice** [[source](#)]

(these are my notes)

Thoughts – don't identify too closely; stand back and watch them happen

Sensations – they're fundamentally neutral; your mind interprets and amplifies, see thru this

Emotions – they tend to disappear instantly when you look at them

*"You are not your thoughts. There's a limit to how useful they can be"*

He likes to ask, *"How much do your thoughts weigh?"*

Your mind is interpreting and translating all of your experiences, doesn't represent the totality or reality of what happened

Emotions don't last long, but we can keep them burning for a long time with our thoughts and perceptions, even years

Was mild to moderately depressed in past, could have multi day episodes

Antidepressants are not well understood, unlike other western medicine, *"science's weaker medicines of last resort"*

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*I decided one day to adopt being the happiest person anyone knows -  
Michael Lewis*

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## **Niall Ferguson's The Ascent of Money** [[source](#)]

Booms and busts are products, at root, of our emotional volatility.

The Crusades, like the conquests that followed, were as much about overcoming Europe's monetary shortage as about converting heathens to Christianity

...when human beings first began to produce written records of their activities they did so not to write history, poetry or philosophy, but to do business.

From a politician's point of view, the bond market is powerful partly because it passes a daily judgement on the credibility of every government's fiscal and monetary policies. But its real power lies in its ability to punish a government with higher borrowing costs.

'Inflation', wrote Milton Friedman in a famous definition, 'is always and everywhere a monetary phenomenon, in the sense that it cannot occur without a more rapid increase in the quantity of money than in output.

Nothing illustrates more clearly how hard human beings find it to learn from history than the repetitive history of stock market bubbles.

Hyman Minsky put it well when he observed: 'The most significant economic event of the era since World War II is something that has not happened: there has not been a deep and long-lasting depression

Like the rise of China, the even more rapid rise of the hedge funds has been one of the biggest changes the global economy has witnessed since the Second World War.

As we have seen, all financial institutions are at the mercy of our innate inclination to veer from euphoria to despondency; our recurrent inability to protect ourselves against 'tail risk'; our perennial failure to learn from history.

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*I write only when inspiration strikes me. Fortunately it strikes me every morning at nine o'clock sharp. - Somerset Maugham*

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**John Street Capital on our economy** [[source](#)]

We said QE turned your checking account into cash, your savings account into your checking account, the bond market into your savings account, the equity market into the bond market, the venture market into the equity market, and gave birth to the crypto market as a replacement for venture market risk.

If we look over history some researchers will point to an average life expectancy of fiat currency of 27 years, while others will note an average lifetime of 40 years with a median lifespan of 25 years. Either way Bitcoin has crossed the 10-year market while the Euro has now been around for ~18 years.

Another way to think about BTC is “un-confiscatable wealth.” Offshore banking is a strong proxy for this market demand and it is estimated that \$13-\$20 trillion is held in offshore accounts. Using these numbers is how you can approach ~\$1.0mn/BTC, although this market won’t gain much market share unless and until we see a sovereign nation attempt to confiscate wealth held in BTC and fail

One of the most attractive parts of Seed-Series A venture is regardless of macro environment they can only be bid up so much; and if a company goes on to IPO or sell in a meaningful way those differences are negligible

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*It is only with the heart that one can see rightly; what is essential is invisible to the eye — Antoine de St. Exupery*

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### **Walden by Henry David Thoreau [[source](#)]**

Even in our democratic New England towns the accidental possession of wealth, and its manifestation in dress and equipage alone, obtain for the possessor almost universal respect.

This spending of the best part of one's life earning money in order to enjoy a questionable liberty during the least valuable part of it reminds me of the Englishman who went to India to make a fortune first, in order

that he might return to England and live the life of a poet.

The morning, which is the most memorable season of the day, is the awakening hour. Then there is least somnolence in us; and for an hour, at least, some part of us awakes which slumbers all the rest of the day and night.

Simplify, simplify. Instead of three meals a day, if it be necessary eat but one; instead of a hundred dishes, five; and reduce other things in proportion.

The works of the great poets have never yet been read by mankind, for only great poets can read them. They have only been read as the multitude read the stars, at most astrologically, not astronomically.

It is remarkable how easily and insensibly we fall into a particular route, and make a beaten track for ourselves. I had not lived there a week before my feet wore a path from my door to the pond-side; and though it is five or six years since I trod it, it is still quite distinct.

The best thing a man can do for his culture when he is rich is to endeavor to carry out those schemes which he entertained when he was poor.

Public opinion is a weak tyrant compared with our own private opinion. What a man thinks of himself, that it is which determines, or rather indicates, his fate.

...for I lived like the Puri Indians, of whom it is said that “for yesterday, today, and tomorrow they have only one word, and they express the variety of meaning by pointing backward for yesterday forward for tomorrow, and overhead for the passing day.”

Rise free from care before the dawn, and seek adventures. Let the noon find thee by other lakes, and the night overtake thee everywhere at home.

Children, who play life, discern its true law and relations more clearly than men



For what are the classics but the noblest recorded thoughts of man? I found in myself, and still find, an instinct toward a higher, or, as it is named, spiritual life, as do most men, and another toward a primitive rank and savage one, and I reverence them both.

I have never felt lonesome, or in the least oppressed by a sense of solitude, but once, and that was a few weeks after I came to the woods, when, for an hour, I doubted if the near neighborhood of man was not essential to a serene and healthy life.

But labor of the hands, even when pursued to the verge of drudgery, is perhaps never the worst form of idleness.

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*The American Psychological Association once invited William James to give a talk on the first 50 years of psychology research. He simply said: "People by and large become what they think of themselves."*

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### **Jeff Lonsdale's 2020 Predictions** [[source](#)]

Korea already implemented a Cinderella law, doesn't let kids under the age of 16 play between midnight and six o'clock in the morning. [...] they lobbied the World Health Organization to add an internet gaming disorder to its International Classification of Diseases.

Farmville, the first major success on social, was really just a remix of Harvest Moon. League of Legends is a version of Dota, modified to increase the twitch gaming and remove aspects that overly complicate the game.

One thing that has been underrated this past decade is that most people were only cancelled after they let themselves be cancelled. Trump is the politician who blew this open, he didn't let any allegation, true or false, bring him down.

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*Kindness is for your soul as health is for your body: you do not notice it when you have it. - Tolstoy*

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## The Onion founding editor's writing rules [[source](#)]

### 1. Concept is king

"Your concept — and I would equate that with your headline or title — is the flag you're raising, it's the shingle on your door. And if it's not a good concept or the right concept, then you're sunk before you've even written a word."

### 2. The key to quality is quantity

"This is how professionals work," said Dikkers, "because they understand that most of what they write is dreck."

### 3. Omit needless words

"Any time I edit a joke, I look for ways to reduce," said Dikkers. "Cutting even a single syllable can make the joke punchier, better."

### 4. Ruffle some feathers

"Thing is, Horatian satire isn't really remembered because it's toothless," said Dikkers. "It might get a lot of laughs today but it's not going to live in our cultural memory. Only satire that angers or offends people will be remembered."

### 10. Know your joke and make sure the reader knows your joke

"Readers want to know they're in the hands of a master who is going to manipulate them," he said, "the way Spielberg does in his movies. He takes you on a ride, through the highs and lows."

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*@lexfridman*

*I'm starting to realize that long-term growth & happiness requires I get humbled daily. It never stops.*

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## Roger Dickey blog [[source](#)]

Unsurprisingly, many great consumer products were experiments, side projects, or pivots:

Twitch spun out of Justin TV

Slack was an internal tool for a game called Glitch

Twitter was a podcasting network called Odeo

Instagram was a Foursquare competitor called Burbn

Youtube started as a video dating site

Pokemon Go was originally Field Trip, a startup within Google to test location based functionality

Lyft was Zimride, a long-distance ride sharing matchmaker

Facebook evolved from FaceMash, a “Hot or Not” for Harvard college students

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*Success is the ability to go from failure to failure without losing enthusiasm. - Churchill*

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## **The Price of Tomorrow by Jeff Booth [[highlights](#)]**

As my friend Thuan Pham, the chief technology officer of Uber, recently said to me over breakfast, “I am a firm believer that talent is distributed evenly around the world, but opportunities are not.”

The only thing driving growth in the world today is easy credit, which is being created at a pace that is hard to comprehend.

Deflation, put simply, is when you get more for your money—just as inflation is when you get less for your money.

As the theorist Nassim Nicholas Taleb writes in Antifragile, “we notice what varies and changes more than what plays a larger role but doesn’t

change. We rely more on water than on cell phones, but because water does not change and cell phones do, we are prone to thinking that cell phones play a larger role than they do.”

Deflation is being caused by technology and, because of that, it will ride the same exponential wave that technology does. That means that the rate of deflation (without printing more money) will only accelerate from here.

The government doesn't actually have more assets; it's just representing its assets with more units of currency, which means each unit of currency is worth less—like cutting a pizza into twelve slices instead of eight, or dividing an estate between ten heirs rather than nine.

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*What matters most is how well you walk through the fire - Charles Bukowski*

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### **Octalysis gamification framework by Yu-kai Chou [[source](#)]**

1. Epic Meaning & Calling - the feeling of being chosen to do something greater than yourself
2. Development & Accomplishment - when you're challenged to develop skills and make progress
3. Empowerment of Creativity & Feedback - the infinite creativity and possibilities of Legos
4. Ownership & Possession - the drive to collect, accumulate, customize
5. Social Influence & Relatedness - the need to meet and impress people
6. Scarcity & Impatience - when you want something because you can't have it
7. Unpredictability & Curiosity - surprise & delight, variable rewards

8. Loss & Avoidance - fomo, fear of something gained being taken away

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*Later, when you turn into rain, you will have no regrets.*

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### **8 bits of Kevin Kelly's 68 Bits of Unsolicited Advice [[source](#)]**

Being enthusiastic is worth 25 IQ points.

A worthy goal for a year is to learn enough about a subject so that you can't believe how ignorant you were a year earlier.

Gratitude will unlock all other virtues and is something you can get better at.

Everyone is shy. Other people are waiting for you to introduce yourself to them, they are waiting for you to send them an email, they are waiting for you to ask them on a date. Go ahead.

To make something good, just do it. To make something great, just re-do it, re-do it, re-do it. The secret to making fine things is in remaking them.

Perhaps the most counter-intuitive truth of the universe is that the more you give to others, the more you'll get. Understanding this is the beginning of wisdom.

Imagination is therefore the most potent force in the universe, and a skill you can get better at. It's the one skill in life that benefits from ignoring what everyone else knows.

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*How do you now this is the experience you need? Because this is the experience you are having at this moment. - Eckhart Tolle*

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### **The Art of Living by Thich Nhat Hanh [[link](#)]**

Humanity has given rise to many talented artists, musicians, and architects, but how many of us have mastered the art of creating a happy moment—for ourselves and those around us?

Like the flower, we contain earth, water, air, sunlight, and warmth. We contain space and consciousness. We contain our ancestors, our parents and grandparents, education, food, and culture. The whole cosmos has come together to create the wonderful manifestation that we are. If we remove any of these “non-us” elements, we will find there is no “us” left.

The Buddha said, “Where there is a sign, there is always deception.”

Every time you take one peaceful step or one mindful breath, your spiritual practice grows. Every time you embrace a strong emotion with mindfulness and restore your clarity and calm, it grows.

Just as it tastes bitter to utter words that are negative or unkind, it feels wonderful to say something full of understanding and love.

You are about to start an argument. But then you remember to close your eyes and contemplate impermanence. You imagine your beloved three hundred years from now. He will be nothing but ash. It may not take three hundred years; perhaps within thirty or fifty years you will both be ash.

I am of the nature to grow old. There is no way to escape growing old. I am of the nature to have ill health. There is no way to escape ill health. I am of the nature to die. There is no way to escape death. All that is dear to me and everyone I love are of the nature to change. There is no way to escape being separated from them. My actions are my only true belongings. I cannot escape the consequences of my actions. They are the ground upon which I stand.

Later, when you turn into rain, you will have no regrets.

The art of happiness is the art of living deeply in the present moment.

When you wake up in the morning, you can choose how you want to start your day. I recommend you start the day smiling. Why smile? Because you are alive and you have twenty-four brand-new hours ahead

of you. The new day is a gift of life offered to you. Celebrate it and vow to live it deeply. Vow not to waste it.

Often we are not eating our food; we are eating our worries and our projects.

A strong emotion is like a storm that comes, stays a while, and passes. Everyone must learn to survive a storm. The practice of belly breathing is essential. Every time a strong emotion like anger, fear, sadness, or despair comes up, we should go back to our breathing right away so we can take care of the storm raging within us.

As we learn to handle our suffering, we are learning to generate moments of nirvana.

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*Whatever makes you weird is probably your greatest asset. - Joss Whedon*

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### **Seeking Wisdom by Peter Bevelin [[copied from Derek Sivers](#)]**

Master the best that other people have ever figured out.

The advice we give others is the advice that we ourselves need.

The more we are exposed to a stimulus, the higher our threshold of fear becomes.

Ask: How can I be wrong? Who can tell me if I'm wrong?

Talk to a man about himself and he will listen for hours.

When all are accountable, no one is accountable.

Everything seems stupid when it fails. In hindsight, everything seems obvious. Look at earlier decisions in the context of their own time.

If you always tell people why, they'll understand it better, they'll consider it more important, and they'll be more likely to comply.

In many business activities a few things can produce much of the value.

Bad terminology is the enemy of good thinking.

"If you can't explain it simply, you don't understand it well enough." - Einstein

A good business throws up one easy decision after another, whereas a bad one gives you horrible choices - decisions that are extremely hard to make.

A few major opportunities, clearly recognizable as such, will usually come to one who continuously searches and waits, with a curious mind.

Find the people you don't like and figure out what you don't like about them. Ask yourself if you have some of those qualities in you.

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*The ceramics teacher announced on opening day that he was dividing the class into two groups. All those on the left side of the studio, he said, would be graded solely on the quantity of work they produced, all those on the right solely on its quality. His procedure was simple: on the final day of class he would bring in his bathroom scales and weigh the work of the "quantity" group: fifty pound of pots rated an "A", forty pounds a "B", and so on. Those being graded on "quality", however, needed to produce only one pot -- albeit a perfect one -- to get an "A". Well, came grading time and a curious fact emerged: the works of highest quality were all produced by the group being graded for quantity. It seems that while the "quantity" group was busily churning out piles of work - and learning from their mistakes -- the "quality" group had sat theorizing about perfection, and in the end had little more to show for their efforts than grandiose theories and a pile of dead clay. — from Art & Fear*

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## **Scenius, or Communal Genius [\[link\]](#)**

“Scenius stands for the intelligence and the intuition of a whole cultural scene. It is the communal form of the concept of the genius.”



The serendipitous ingredients for scenius are hard to control. They depend on the presence of the right early pioneers. A place that is open, but not too open. A buffer that is tolerant of outlaws. And some flash of excitement to kick off the virtuous circle. You just can't order this.

What Camp 4 illustrated is that the best you can do is NOT KILL IT. When it pops up, don't crush it. When it starts rolling, don't formalize it. When it sparks, fan it. But don't move the scenius to better quarters. Try to keep accountants and architects and police and do-gooders away from it. Let it remain inefficient, wasteful, edgy, marginal, in the basement, downtown, in the 'burbs, in the hotel ballroom, on the fringes, out back, in Camp 4.

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*Man, sometimes it takes you a long time to sound like yourself. - Miles Davis*

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### **Scathing Reviews of Classic Books [\[link\]](#)**

“Shall we frankly declare that, after the most deliberate consideration of Mr. Darwin's arguments, we remain unconvinced?”  
On the Origin of Species, by Charles Darwin (1860)

“The average intelligent reader will glean little or nothing from it ... save bewilderment and a sense of disgust.”  
Ulysses, by James Joyce (1922)

“This Salinger, he's a short-story guy.”  
The Catcher in the Rye, by J.D. Salinger (1951)

“As discouraging as a breakfast of cold porridge.”  
Collected Poems, by W.B. Yeats (1896)

“There are two equally serious reasons why it isn't worth any adult reader's attention. The first is that it is dull, dull, dull in a pretentious, florid and archly fatuous fashion. The second is that it is repulsive.”  
Lolita, by Vladimir Nabokov (1958)

“Not one syllable of what Hemingway has written can or will be missed by any literate person in the world.”

Across the River and Into the Trees, by Ernest Hemingway (1950)

“‘Catch-22’ has much passion, comic and fervent, but it gasps for want of craft and sensibility.”

Catch-22, by Joseph Heller (1963)

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*Inside every old person is a young person wondering what happened -  
Terry Pratchett*

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## **The Mundanity of Excellence** [\[link\]](#)

The main differences between less and more elite swimmers:

1. **Technique** - Not only are the strokes different, they are so different that the “C” swimmer may be amazed to see how the “AAAA” swimmer looks when swimming. The appearance alone is dramatically different
2. **Discipline** - Diver Greg Louganis, who won two Olympic gold medals in 1984, practices only three hours each day—not a long time—divided into two or three sessions. But during each session, he tries to do every dive perfectly
3. **Attitude** - The very features of the sport that the “C” swimmer finds unpleasant, the top-level swimmer enjoys. What others see as boring—swimming back and forth over a black line for two hours, say—they find peaceful, even meditative, often challenging, or therapeutic. They enjoy hard practices, look forward to difficult competitions, try to set difficult goals

Athletes move up to the top ranks through qualitative jumps: noticeable changes in their techniques, discipline, and attitude, accomplished usually through a change in settings, e.g., joining a new team with a new coach, new friends, etc., who work at a higher level

Talent is often recognized after the fact - conveniently after all the skill acquisition and hard work have already been invested - ...despite the physical capabilities he was born with, it took Peter several years (six by our estimate) to appear gifted. [...] Most of them are said to be “natural” or “gifted” after they had already devoted a great deal of time and hard work to the field

Superlative performance is really a confluence of dozens of small skills or activities, each one learned or stumbled upon, which have been carefully drilled into habit and then are fitted together in a synthesized whole

In the pursuit of excellence, maintaining mundanity is the key psychological challenge

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*I don't care what you think about me. I don't think about you at all - Coco Chanel*

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### **The Analects of Confucius [[link](#)]**

Zi Xia said, “If a man withdraws his mind from the love of beauty, and applies it as sincerely to the love of the virtuous; if, in serving his parents, he can exert his utmost strength; if, in serving his prince, he can devote his life; if, in his intercourse with his friends, his words are sincere -although men say that he has not learned, I will certainly say that he has.”

The superior man does not, even for the space of a single meal, act contrary to virtue. In moments of haste, he cleaves to it. In seasons of danger, he cleaves to it.

The Master said of Zi Chan that he had four of the characteristics of a superior man - in his conduct of himself, he was humble; in serving his superior, he was respectful; in nourishing the people, he was kind; in ordering the people, he was just.

The Master said, “The sage and the man of perfect virtue - how dare I

rank myself with them? It may simply be said of me, that I strive to become such without satiety, and teach others without weariness.”

The Master said, “Hold faithfulness and sincerity as first principles. Have no friends not equal to yourself. When you have faults, do not fear to abandon them.”

The Master said, “The firm, the enduring, the simple, and the modest are near to virtue.”

Zi Gong asked, saying, “Is there one word which may serve as a rule of practice for all one’s life?” The Master said, “Is not RECIPROCITY such a word? What you do not want done to yourself, do not do to others.”

Confucius said, “There are three friendships which are advantageous, and three which are injurious. Friendship with the upright; friendship with the sincere; and friendship with the man of much observation - these are advantageous. Friendship with the man of specious airs; friendship with the insinuatingly soft; and friendship with the glib-tongued - these are injurious.”

Confucius said, “There are three things which the superior man guards against. In youth, when the physical powers are not yet settled, he guards against lust. When he is strong and the physical powers are full of vigor, he guards against quarrelsomeness. When he is old, and the animal powers are decayed, he guards against covetousness.”

With coarse rice to eat, with water to drink, and my bended arm for a pillow – I have still joy in the midst of these things

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*Beware the quiet man. For while others speak, he watches. And while others act, he plans. And when they finally rest... he strikes.*

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### **Hit Makers by Derek Thompson [[link](#)]**

You could easily say that from a majoritarian standpoint, nothing is popular. The mainstream does not exist. Culture is cults, all the way

down.

...people crave fresh voices telling them familiar stories, because they enjoy the thrill of discovery but ultimately gravitate to the comfort of fluency.

In study after study, people reliably chose the words and funny shapes that they'd seen the most. [...] People simply liked whatever shapes and words they saw the most. Their preference was for familiarity. This discovery is known as the "mere exposure effect," or just the "exposure effect," and it is one of the sturdiest findings in modern psychology.

Even governance is showbiz: One third of the White House staff works in some aspect of public relations to promote the president and his policies, according to political scientists Matthew Baum and Samuel Kernell. The White House is a studio, and the president is its star.

The most significant neophilic group in the consumer economy is probably teenagers. Young people are "far more receptive to advanced designs," Loewy wrote, because they have the smallest stake in the status quo.

Writing poetry without rhyme is "like playing tennis without a net," the poet Robert Frost once said. In music, repetition is the net.

But in all cases, the hero is the synthesis of his friends. The thinking Spock and the feeling McCoy are two halves of Captain Kirk. The brilliant Hermione and the sensitive Ron balance out Harry Potter. Luke Skywalker combines Han's bravery and Leia's conscience

Clothing, once a ritual, is now the definitive fashion. First names, once a tradition, now follow the hype cycle of fashion lines. Communication, too, is now coming to resemble the hallmarks of a fashion, where choices emerge and preferences change, sometimes with seeming arbitrariness, as people discover new, more convenient, and more fun ways to say hello.

If you think Tinder and dating apps are destroying romance today, you would have hated cars in the 1900s. Cars didn't just hasten a historical shift from teenage codependence to independence. They fed the growth

of a high school subculture.

But what is coolness, anyway? In sociology, it is sometimes defined as a positive rebellion.

Disney might not have been a born businessman, but he absorbed Kamen's lesson: The art of film is film, but the business of movies is everywhere. Disney described the strategy as "total merchandising." A movie was more than a movie. It was also a shirt, a watch, a game—and, soon, a television show.

Umberto Eco called Disneyland "the quintessence of consumer ideology," because it "not only produces illusion," but also "stimulates the desire for it."

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*As Paul said in his Letter to the Romans: "Suffering produces endurance, and endurance produces character, and character produces hope."*

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### **The Dhammapada, translation by Viknath Easwaran [[link](#)]**

ahimsa paramo dharma: the essence of dharma, the highest law of life, is to do no harm to any living creature

For hatred can never put an end to hatred; love alone can. This is an unalterable law.

Better than a speech of a thousand vain words is one thoughtful word which brings peace to the mind. Better than a poem of a thousand vain verses is one thoughtful line which brings peace to the mind.

"I will make this my winter home, have another house for the monsoon, and dwell in a third during the summer." Lost in such fancies, one forgets his final destination.

An act performed carelessly, a vow not kept, a code of chastity not strictly observed: these things bring little reward. If anything is worth doing, do it with all your heart. A half-hearted ascetic covers himself

with more and more dust.

If you want to reach the other shore, don't let doubts, passions, and cravings strengthen your fetters. Meditate deeply, discriminate between the pleasant and the permanent, and break the fetters of Mara.

...the Buddha also emphasized the importance of keeping the body strong and fit. He rejected asceticism completely.

Shantideva, an eighth-century monk, wrote: "This in brief is the mark of complete wisdom: again and again, the capacity to watch the changes taking place in the body and mind."

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*@FitFounder: My world transformed when I started to look at my comfort zone as a prison of the mind.*

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### **Elephant in the Brain by Kevin Simler and Robin Hanson [\[link\]](#)**

Our ancestors did a lot of cheating. How do we know? One source of evidence is the fact that our brains have special-purpose adaptations for detecting cheaters. When abstract logic puzzles are framed as cheating scenarios, for example, we're a lot better at solving them.

We assume that there is one person in each body, but in some ways we are each more like a committee whose members have been thrown together working at cross purposes.

In any given comedic situation, humor precedes and causes laughter, but when we step back and take a broader perspective, the order is reversed. Our propensity to laugh comes first and provides the necessary goal for humor to achieve.

First you need to get two or more people together. Then you must set the mood dial to "play." Then you need to jostle things, carefully, so that the dial feints in the direction of "serious," but quickly falls back to "play." And only then will the safe come open, releasing the precious laughter locked inside.

...you're looking for a backpack full of tools that are both new to you and useful to the things you care about. If Henry can consistently delight you with new, useful artifacts, it speaks to the quality of his backpack and therefore his value as an ally.

listeners generally prefer speakers who can impress them wherever a conversation happens to lead, rather than speakers who steer conversations to specific topics where they already know what to say.

Ellen Dissanayake's characterization of art as anything "made special," that is, not for some functional or practical purpose but for human attention and enjoyment

Miller's observation that "sexually mature males have produced almost all of the publicly displayed art throughout human history"

So whenever people make a sacrifice to your god, they're implicitly showing loyalty to you—and to everyone else who worships at the same altar.

Note that positions of greater trust and authority require larger sacrifices; if the Pope had children, for example, his loyalty would be split between his family and his faith, and Catholics would have a harder time trusting him to lead the Church.

All these sacrifices work to maintain high levels of commitment and trust among community members, which ultimately reduces the need to monitor everyone's behavior. The net result is the ability to sustain cooperative groups at larger scales and over longer periods of time.

As Jason Weeden and colleagues have pointed out, religions can be understood, in part, as community-enforced mating strategies.

Our species, for reasons that aren't entirely clear, is wired to form social bonds when we move in lockstep with each other. This can mean marching together, singing or chanting in unison, clapping hands to a beat, or even just wearing the same clothes.

When people are asked the same policy question a few months apart,



they frequently give different answers—not because they’ve changed their minds, but because they’re making up answers on the spot, without remembering what they said last time.

The kicker? Stalin himself wasn’t even in the room. His cult of personality was strong enough to sustain 11 minutes of applause even in his absence. At least 600,000 people were killed in these ways during Stalin’s purges.

This helps explain why voters feel little pressure to be informed. As long as we adopt the “right” beliefs—those of our main coalitions—we get full credit for loyalty.

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*A child can teach an adult three things: to be happy for no reason, to always be busy with something, and to know how to demand with all his might that which he desires. - Paulo Coelho*

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### **How to Survive Your 40s by Pamela Druckerman**

But the number 40 still has symbolic resonance. Jesus fasted for 40 days. Muhammad was 40 when the archangel Gabriel appeared to him. The Israelites wandered the desert for 40 years

The seminal journey of the 40s is from “everyone hates me” to “they don’t really care.”

At 40, we’re no longer preparing for an imagined future life. Our real lives are, indisputably, happening right now. We’ve arrived at what Immanuel Kant called the “Ding an sich” — the thing itself.

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*Always forgive your enemies; nothing annoys them so much. - Oscar Wilde*

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### **The Lessons of History by Ariel and Will Durant**

People like to think they are a little special. Without this bit of vanity, we might find it harder to push forward. In a way, delusion is a motivator.

By and large, the poor have the same impulses as the rich, but with less opportunity or skill to implement them.

The hero is just the product of a situation. Not the other way around. If it were not for the situation, we never would have heard of the hero.

Morals are the way society exhorts behavior from its members.

You want to reign in your impulses and weaknesses to the point where they are useful, but not excessive.

There is no example in history of a society maintaining moral life among the masses without religion as a force for binding people together.

The most valuable talents and skills are confined to a few people, which means the most valuable wealth is confined to a few as well. This pattern shows up again and again.

All consuming toil is usually the price of genius.

Do not feel depressed that life may only have meaning insofar as man puts into it. It is remarkable that we can put any meaning into life at all.

Cooperation is the ultimate form of competition.

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*Time is a river which sweeps me along, but I am the river;  
it is a tiger which destroys me, but I am the tiger;  
it is a fire which consumes me, but I am the fire.*  
*Borges*

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### **A New Earth by Eckhart Tolle**

The normal state of mind of most human beings contains a strong element of what we might call dysfunction or even madness. Certain

teachings at the heart of Hinduism perhaps come closest to seeing this dysfunction as a form of collective mental illness. They call it maya, the veil of delusion. Ramana Maharshi, one of the greatest Indian sages, bluntly states: The mind is maya.

Throughout history, there have always been rare individuals who experienced a shift in consciousness and so realized within themselves that toward which all religions point. To describe that non-conceptual Truth, they then used the conceptual framework of their own religions.

The dysfunction of the egoic human mind, recognized already more than 2,500 years ago by the ancient wisdom teachers and now magnified through science and technology, is for the first time threatening the survival of the planet.

What a liberation to realize that the voice in my head is not who I am. Who am I then? The one who sees that. The awareness that is prior to thought, the space in which the thought or the emotion or sense perception happens.

Van Gogh didnt say: Thats just an old chair. He looked, and looked, and looked. He sensed the Beingness of the chair. Then he sat in front of the canvas and took up the brush. The chair itself would have sold for the equivalent of a few dollars. The painting of that same chair today would fetch in excess of \$25 million.

One of the most basic levels of identification is with things: My toy later becomes my car, my house, my clothes, and so on. I try to find myself in things but never quite make it and end up losing myself in them. That is the fate of the ego.

**How do you now this is the experience you need? Because this is the experience you are having at this moment.**

Can you feel there is something in you that would rather be right than at peace?

Complaining is one of the ego's favorite strategies for strengthening itself. Every complaint is a little story the mind makes up that you completely believe in.

When you complain, by implication you are right and the person or situation you complain about or react against is wrong.

To forgive is to overlook, or rather to look through. You look through the ego to the sanity that is in every human being as his or her essence.

Some Christian mystics have called it the Christ within; Buddhists call it your Buddha nature; for Hindus, it is Atman, the indwelling God. When you are in touch with that dimension within yourself and being in touch with it is your natural state, not some miraculous achievement all your actions and relationships will reflect the oneness with all life that you sense deep within. This is love.

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*Freedom is achieved only when a man cares no longer about the impression he is making or about to make - Bruce Lee*

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### **What Technology Wants by Kevin Kelly [[link](#)]**

The conflict that the technium triggers in our hearts is due to our refusal to accept our nature—the truth is that we are continuous with the machines we create. [...] When we reject technology as a whole, it is a brand of self-hatred.

There is nothing we have invented to date about which we've said, "It's smart enough."

If a thousand lines of letters in UNIX qualifies as a technology, then a thousand lines of letters in English must qualify as well. Both can change our behavior, alter the course of events, or enable future inventions.

Clothes are people's extended skin, wheels extended feet, camera and telescopes extended eyes.

In one year 1 eagle eats 100 trout, which eat 10,000 grasshoppers, which eat 1 million blades of grass. Thus it takes, indirectly, 1 million

blades of grass to support 1 eagle.

What money brings is increased choices, rather than merely increased stuff.

The freedom in a city makes their village seem a prison.

Great discoverers not only contribute more than the average number of “next” steps, but they also take part in those steps that have the greatest impact, which are naturally the areas of investigation that attract many other players and so produce multiples. If discovery is a lottery, the greatest discoverers buy lots of tickets.

Each new technology creates more problems than it solves.

The technium spends only one quarter of its energy on human comfort, food, and travel needs; the rest of the energy is made by technology for technology.

There is no limit to the most complex things we will make. We’ll dazzle ourselves with new complexity in many directions. There is no going back. [...] To keep up with this complexification, our language, tax codes, government bureaucracies, news media, and daily lives will all become more complex as well. The long arc of complexity began before evolution, worked through the four billion years of life, and now continues through the technium

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*There were many terrible things in my life, but most of them never happened. - Montaigne*

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### **The Sovereign Individual by James Dale Davidson [\[link\]](#)**

The most important causes of change are...in the hidden factors that alter the boundaries where power is exercised.

Most democracies run chronic deficits. This is a fiscal policy characteristic of control by employees. Governments seem notably

resistant to reducing the costs of their operations.

Governments have never established stable monopolies of coercion over the open sea...This is a matter of the utmost importance in understanding how the organization of violence and protection will evolve as the economy migrates into cyberspace, which has no physical existence at all.

The average psychotherapist probably gives the patient less good moral advice on how to lead his life than the average Jew would have received from his teacher in the period of Moses.

The morality of the Information Age applauds efficiency, and recognizes the advantage of resources being dedicated to their highest-value uses. In other words, the morality of the Information Age will be the morality of the market.

Every human on earth could be packed into Texas, with each family living in its own detached house with a yard, and still have some of Texas left over.

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*Press On: Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent - Calvin Coolidge*

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### **What the Buddha Taught by Walpola Rahula [\[link\]](#)**

What we call a 'being', or an 'individual', is only a convenient name or a label given to the combination of [the Five Aggregates]. They are all impermanent, all constantly changing. 'Whatever is impermanent is dukkha'

According to Buddhism for a man to be perfect there are two qualities that he should develop equally: compassion on one side, and wisdom on the other.

'Ever mindful he breathes in, and ever mindful he breathes out. Breathing in a long breath, he knows "I am breathing in a long breath"; breathing out a long breath, he knows "I am breathing out a long breath"; breathing in a short breath, he knows "I am breathing in a short breath"; breathing out a short breath, he knows "I am breathing out a short breath".

He whose senses are mastered like horses well under the charioteer's control, he who is purged of pride, free from passions, such a steadfast one even the gods envy.

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*And I urge you to please notice when you are happy, and exclaim or murmur or think at some point, 'If this isn't nice, I don't know what is.' -  
Vonnegut*

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### **The Power of Now by Eckhart Tolle [\[link\]](#)**

Give your fullest attention to whatever the moment presents. This implies that you also completely accept what is, because you cannot give your full attention to something and at the same time resist it.

Your outer journey may contain a million steps; your inner journey only has one: the step you are taking right now. As you become more deeply aware of this one step, you realize that it already contains within itself all the other steps as well as the destination.

You see time as the means to salvation, whereas in truth it is the greatest obstacle to salvation.

The greatest catalyst for change in a relationship is complete acceptance of your partner as he or she is, without needing to judge or change them in any way.

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*Anytime I'm scared of something...I feel impelled to attack it - Will Smith*

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## Warren Buffett's 1989 letter to shareholders [\[link\]](#)

My most surprising discovery: the overwhelming importance in business of an unseen force that we might call 'the institutional imperative.' [...] I thought that decent, intelligent, and experienced managers would automatically make rational business decisions. But I learned over time that isn't so.

For example: (1) As if governed by Newton's First Law of Motion, an institution will resist any change in its current direction; (2) Just as work expands to fill available time, corporate projects or acquisitions will materialize to soak up available funds; (3) Any business craving of the leader, however foolish, will be quickly supported by detailed rate-of-return and strategic studies prepared by his troops; and (4) The behavior of peer companies, whether they are expanding, acquiring, setting executive compensation or whatever, will be mindlessly imitated.

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*I was the ambitious one, the one that strayed far from home, chasing the dream, getting caught up in the consumerism. I'm glad that by the age of 38 I have come to realize that I had everything that was important before I left. The remainder was a constant cycle of churn, want more, want bigger, want better, want newer, want more convenient. Except it's hard when it's being fed to you every day by every billboard, every sign, every menu, every advert, every press release, every news story, every TV show to differentiate between want and need. When you stop to analyze what you actually need – I mean really need: Clean air, clean water, shelter, nutrition, sanitation, family, community, companionship; how much of what you're being sold every day is truly "needed" and how much of it is a want to fulfill some notion that has been sold to you by the media? – a Hacker News commenter*

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## Tim Ferriss [\[link\]](#)

1. What's the least crowded channel?



2. What if I could only subtract to solve problems?

3. Am I hunting antelope or field mice?

4. What would this look like if it were easy?

One former Navy SEAL friend recently texted me a principle used in their training: "Slow is smooth. Smooth is fast."

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*In the heart of every man is a desperate desire for a battle to fight, an adventure to live, and a beauty to rescue. - John Eldredge*

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### **War of Art by Steven Pressfield [\[link\]](#)**

Resistance will unfailingly point to true North — meaning that calling or action it most wants to stop us from doing. We can use this. We can use it as a compass. [...] Rule of thumb: The more important a call or action is to our soul's evolution, the more Resistance we will feel toward pursuing it.

The warrior and the artist live by the same code of necessity, which dictates that the battle must be fought anew every day.

The more scared we are of a work or calling, the more sure we can be that we have to do it. Resistance is experienced as fear; the degree of fear equates to the strength of Resistance.

The conventional interpretation is that the amateur pursues his calling out of love, while the pro does it for money. Not the way I see it. In my view, the amateur does not love the game enough. If he did, he would not pursue it as a sideline, distinct from his "real" vocation.

The professional dedicates himself to mastering technique not because he believes technique is a substitute for inspiration but because he wants to be in possession of the full arsenal of skills when inspiration does come.

The ancient Spartans schooled themselves to regard the enemy, any enemy, as nameless and faceless. In other words, they believed that if they did their work, no force on earth could stand against them.

When Arnold Schwarzenegger hits the gym, he's on his own turf. But what made it his own are the hours and years of sweat he put in to claim it. A territory doesn't give, it gives back.

You know, Hitler wanted to be an artist. At eighteen he took his inheritance, seven hundred kronen, and moved to Vienna to live and study. He applied to the Academy of Fine Arts and later to the School of Architecture. Ever see one of his paintings? Neither have I. Resistance beat him.

We can navigate by Resistance, letting it guide us to that calling or action that we must follow before all others. Rule of thumb: The more important a call or action is to our soul's evolution, the more Resistance we will feel toward pursuing it.

Henry Fonda was still throwing up before each stage performance, even when he was seventy-five. In other words, fear doesn't go away.

Resistance has no strength of its own. Every ounce of juice it possesses comes from us. We feed it with power by our fear of it. Master that fear and we conquer Resistance.

The paradox seems to be, as Socrates demonstrated long ago, that the truly free individual is free only to the extent of his own self-mastery. While those who will not govern themselves are condemned to find masters to govern over them.

My friend Tony Keppelman snapped me out of it by asking if I was gonna quit. Hell, no! "Then be happy. You're where you wanted to be, aren't you? So you're taking a few blows. That's the price for being in the arena and not on the sidelines. Stop complaining and be grateful." That was when I realized I had become a pro. I had not yet had a success. But I had had a real failure.

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*People through finding something beautiful, Think something else  
unbeautiful - Lao Tzu*

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## **48 Laws of Power: Enter Action With Boldness**

Timidity is dangerous: Better to enter with boldness. Any mistakes you commit through audacity are easily corrected with more audacity. Everyone admires the bold; no one honors the timid.

Con artists know that the bolder the lie, the more convincing it becomes. The sheer audacity of the story makes it more credible, distracting attention from its inconsistencies.

Most of us are timid. We want to avoid tension and conflict and we want to be liked by all. We may contemplate a bold action but we rarely bring it to life. [...] Although we may disguise our timidity as a concern for others, a desire not to hurt or offend them, in fact it is the opposite. We are really self-absorbed, worried about ourselves and how others perceive us. Boldness, on the other hand, is outer-directed, and often makes people feel more at ease, since it is less self-conscious and less repressed.

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*To keep going when the going is hard and slow - that is patience. The two  
most powerful warriors are patience and time. - Tolsoy*

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## **Bob Clyatt on semi-retirement [\[link\]](#)**

My wife works ten or twenty hours a week in a large specialty women's clothing store. Her job allows her to stay connected to her interests in fashion while spending time with a younger generation of women: her co-workers and managers.

Meanwhile, I got to pursue my dream of becoming an artist. I went to art school, then built a sculpture studio. I now show and sell my work everywhere from Hong Kong to Paris, from trendy art fairs in Miami to

galleries in Manhattan.

When you leave life in the fast lane a decade or two before your peers, some of the folks you know will go on to become Big Dogs at a time when you're feeling more like a Chihuahua!

I made an intentional choice to pursue a quieter, more introspective path. Yet there's a sense of loss — of missing out — that comes when you realize certain paths are closed off forever.

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*Fortune is not only blind herself, but blinds the people she has embraced. - Cicero*

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### **The Little Book of Talent by Daniel Coyle [\[link\]](#)**

Study and repeat the best performances of that skill for 15 minutes every day

Record your progress

Use simple, sparse environments to focus and motivate you

Find a great coach: someone who is tough, blunt, active, usually older, and enjoys teaching fundamentals (reminds me of John Wooden)

Embrace frustration. That's when you're improving most

Practice a little each day, instead of a lot once in awhile

Make a mistake? Pay attention immediately!

Do it as slowly as possible

Close your eyes to challenge yourself and hone different senses

Think like Buddha (calm, patient) and work like Jesus (strategic, steady)

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*As Carl Jung observed, "Until you make the unconscious conscious, it will direct your life and you will call it fate."*

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**Chris Michel** [[link](#)]

From philosophers to grandparents, we've heard them countless times. But, hearing something isn't quite the same as observing it. I won't bore you with specifics. Suffice it to say, I think the Buddha had it right when he said craving, desire and attachment are the sources of suffering.

I've seen more dissatisfied 20 something's in SoHo than their counterparts in rural Jodhpur. I know that there is real joy and meaning to be found outside the secular system of wealth, status and eternal youth. It's not our fault; it's our programming. But the answers can't be found in accumulating more. You knew that already.

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*I learned long ago, never to wrestle with a pig. You get dirty, and besides, the pig likes it. - George Bernard Shaw*

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**Does Life End at 35? KZhu.net**

He stops me mid-sentence "You know, my career only really took off after I turned 58". Hang on, what? "Yes, I'd say the 10 years between my 60s and 70s were my busiest". I was floored. Here is a man who helped revolutionize medical technology and he did it in his twilight years.

His advice to me: Don't be in so much of a rush. Be easier on yourself. Comparing yourself to what others are doing is a waste of time. He also adds an old Chinese saying "大器晚成" - A big construction is always completed late.

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*This is the true joy of life: the being used up for a purpose recognized by yourself as a mighty one; being a force of nature instead of a feverish,*

*selfish little clot of ailments and grievances, complaining that the world will not devote itself to making you happy. - George Bernard Shaw*

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### **1-pager of Eric Hoffer's The True Believer [link]**

An effective doctrine loathes the present, worships the future, and (sometimes) glorifies the past

True Believers desperately need to belong; when they join, they must then be isolated from the outside world

Mass Movements are about selflessness and self-sacrifice

Ritual and ceremony are important elements

An alliance with intellectuals is important for any Mass Movement

Mass Movements always have an enemy, the more wicked the better

Force is essential but it should be masked by doctrine and applied with persistence

A healthy amount of suspicion promotes uniformity and obedience

The vanity of the selfless, even those who practice utmost humility, is boundless.

Proselytizing is more a passionate search for something not yet found than a desire to bestow upon the world something we already have.

Hitler dressed eighty million Germans in costumes and made them perform in a grandiose, heroic, and bloody opera.

There is a moment in the career of almost every faultfinding man of words when a deferential or conciliatory gesture from those in power may win him over to their side.

<http://www.religionofbusiness.com/notes/the-3-stages-of-leadership->

## [in-every-mass-movement-the-intellectual-the-fanatic-and-the-man-of-action](#)

Exceptional intelligence, noble character and originality seem neither indispensable nor perhaps desirable. The main requirements seem to be: audacity and a joy in defiance; an iron will; a fanatical conviction that he is in possession of the one and only truth; faith in his destiny and luck; a capacity for passionate hatred; contempt for the present; a cunning estimate of human nature; a delight in symbols (spectacles and ceremonials)...

...a capacity for winning and holding the utmost loyalty of a group of able lieutenants. This last faculty is one of the most essential and elusive. The uncanny powers of a leader manifest themselves not so much in the hold he has on the masses as in his ability to dominate and almost bewitch a small group of able men.

...the order evolved by a man of action is a patchwork. Stalin's Russia was a patchwork of bolshevism, czarism, nationalism, pan-Slavism, dictatorship and borrowings from Hitler, and monopolistic capitalism. Hitler's Third Reich was a conglomerate of nationalism, racialism, Prussianism, dictatorship and borrowings from fascism, bolshevism, Shintoism, Catholicism and the ancient Hebrews.

Such rare leaders as Lincoln and Gandhi not only try to curb the evil inherent in a mass movement but are willing to put an end to the movement when its objective is more or less realized.

### **...from The Ordeal of Change:**

It has been often said that power corrupts. But it is perhaps equally important to realize that weakness, too, corrupts. Power corrupts the few, while weakness corrupts the many.

Our healing gift to the weak is the capacity for self-help. We must learn how to impart to them the technical, social, and political skills which would enable them to get bread, human dignity, freedom, and strength by their own efforts.

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*Blessed are the poor in spirit, for theirs is the kingdom of heaven.  
Blessed are they who mourn, for they shall be comforted.  
Blessed are the meek, for they shall inherit the earth.  
Blessed are they who hunger and thirst for righteousness, for they shall be satisfied.  
Blessed are the merciful, for they shall obtain mercy.  
Blessed are the pure of heart, for they shall see God.  
Blessed are the peacemakers, for they shall be called children of God.  
Blessed are they who are persecuted for the sake of righteousness, for theirs is the kingdom of heaven.*

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### **Jim Carrey commencement speech @ Maharishi**

I learned many great lessons from my father, not the least of which was that you can fail at what you don't want, so you might as well take a chance on doing what you love.

You can spend your whole life imagining ghosts, worrying about your pathway to the future, but all there will ever be is what's happening here, and the decisions we make in this moment, which are based in either love or fear.

So many of us choose our path out of fear disguised as practicality.

I've often said that I wished people could realize all their dreams of wealth and fame so they could see that it's not where you'll find your sense of completion.

No matter what you gain, ego will not let you rest. It will tell you that you cannot stop until you've left an indelible mark on the earth, until you've achieved immortality. How tricky is the ego that it would tempt us with the promise of something we already possess.

My father used to brag that I wasn't a ham — I was the whole pig. And he treated my talent as if it was his second chance. When I was about 28, after a decade as a professional comedian, I realized one night in LA that the purpose of my life had always been to free people from concern, like my dad. When I realized this, I dubbed my new devotion, "The Church of



Freedom From Concern” — “The Church of FFC” — and I dedicated myself to that ministry.

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*If you want to change the world, you have to change the metaphor - Joseph Campbell*

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### **Late Bloomers by Malcolm Gladwell [[link](#)]**

Foer went to Princeton and took a creative-writing class in his freshman year with Joyce Carol Oates. It was, he explains, "sort of on a whim, maybe out of a sense that I should have a diverse course load." He'd never written a story before. "I didn't really think anything of it, to be honest, but halfway through the semester I arrived to class early one day, and she said, 'Oh, I'm glad I have this chance to talk to you. I'm a fan of your writing.' And it was a real revelation for me." Oates told him that he had the most important of writerly qualities, which was energy. He had been writing fifteen pages a week for that class, an entire story for each seminar. "Why does a dam with a crack in it leak so much?" he said, with a laugh. "There was just something in me, there was like a pressure."

But Ben Fountain's success was far from sudden. He quit his job at Akin, Gump in 1988. For every story he published in those early years, he had at least thirty rejections. The novel that he put away in a drawer took him four years. The dark period lasted for the entire second half of the nineteen-nineties. His breakthrough with "Brief Encounters" came in 2006, eighteen years after he first sat down to write at his kitchen table. The "young" writer from the provinces took the literary world by storm at the age of forty-eight.

"When Ben first did this, we talked about the fact that it might not work, and we talked about, generally, 'When will we know that it really isn't working?' and I'd say, 'Well, give it ten years,' " Sharie recalled. To her, ten years didn't seem unreasonable. "It takes a while to decide whether you like something or not," she says. And when ten years became twelve and then fourteen and then sixteen, and the kids were off in high school, she stood by him, because, even during that long stretch when Ben had

nothing published at all, she was confident that he was getting better.

There is no evidence, Galenson concluded, for the notion that lyric poetry is a young person's game. Some poets do their best work at the beginning of their careers. Others do their best work decades later. Forty-two per cent of Frost's anthologized poems were written after the age of fifty. For Williams, it's forty-four per cent. For Stevens, it's forty-nine per cent.

Twain's trial-and-error method: "His routine procedure seems to have been to start a novel with some structural plan which ordinarily soon proved defective, whereupon he would cast about for a new plot which would overcome the difficulty, rewrite what he had already written, and then push on until some new defect forced him to repeat the process once again." Twain fiddled and despaired and revised and gave up on "Huckleberry Finn" so many times that the book took him nearly a decade to complete.

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*Everything is vague to a degree you do not realize till you have tried to make it precise. - Bertrand Russell*

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### **JK Rowling commencement speech @ Harvard**

Now, I am not going to stand here and tell you that failure is fun. That period of my life was a dark one, and I had no idea that there was going to be what the press has since represented as a kind of fairy tale resolution.

There is an expiry date on blaming your parents for steering you in the wrong direction; the moment you are old enough to take the wheel, responsibility lies with you.

Poverty entails fear, and stress, and sometimes depression; it means a thousand petty humiliations and hardships. Climbing out of poverty by your own efforts, that is indeed something on which to pride yourself, but poverty itself is romanticised only by fools.

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*Forgiveness means giving up all hope for a better past - Lily Tomlin*

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### **Jack Ma talk @ Stanford GSB [[link](#)]**

He thought, the Internet will be something, as long as I'm the last person to survive, I will succeed

When you have too much money, that's when your real problems start  
Alibaba has one of China's largest cash reserves and that's part of their culture; money is like armed forces, try not to use it, but if you do, you must win

"Without belief, technology is a tool"

"Life is a plan that is slowly unfolding...embrace change"

World's never been in better place, yet never have people had more complaints; "best of times, worst of time"

Luck is like seeds to be sown, it won't come to you on its own  
when you have a lot of good luck, it won't continue forever, your job is to sow other peoples' seeds, spread it around, and it may even extend your own run

"Some of you believe in God, some in Buddha, I'm still shopping around"

Things change too fast, too hard to understand consumer tastes, not in our DNA, but small businesses know their customers, so we help them

We're not competing with eBay, Google, Yahoo...we're competing with the previous generation, and with the future

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*I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel. - Maya Angelou*

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## **Insights from Alain de Botton**

1. There's nothing that is considered sexy that isn't, with the wrong person, disgusting
4. Why do we have too little sex? It's because the person we have sex with is someone we do too much other stuff with
6. We're not materialistic, we live in a society where emotional rewards are pegged to material goods. So when you see a Ferrari driver, don't criticize them for being greedy, instead, see them as somebody who is incredibly vulnerable and in need of love
8. What is envy? Envy is relatability. When you can't relate to them, you can't envy them
11. In a "just" society like ours, we believe the rich deserve their success, but we also assume the poor deserve their failure (which makes it harder to tolerate our own mediocrity or lack of success)
13. We want the respect of people who we don't even respect
16. Religions provide angels – forever young and beautiful – to worship, and our lovers instead to tolerate (whereas secular people are always complaining, "why can't you be more perfect?").
23. There are some people who would never have fallen in love, if they had not heard there was such a thing.
24. Happiness is important: it comes from friends (as permanent companions), freedom (Epicurus left city life to start a commune), and an analyzed life (to find the time and space for quiet thinking about our lives)
28. Animals often surpass us in wisdom. They are much more natural about their bodies
31. "even on the highest throne, we are seated, still, on our asses"

33. We feel guilty for all that we have not yet read, but overlook how much better read we already are than Augustine or Dante, thereby ignoring that our problem lies squarely with our manner of absorption rather than with the extent of our consumption.

34. The single danger of life in a godless society is that it lacks reminders of the transcendent and therefore leaves us unprepared for disappointment and eventual annihilation. When God is dead, human beings – much to their detriment – are at risk of taking psychological centre stage

38. Images of tranquillity and security haunt it: a particular job, social conquest or material acquisition always seems to hold out the promise of an end to craving. In reality, however, each worry will soon enough be replaced by another, and one desire by the next, generating a relentless cycle of what Buddhists call ‘grasping’, or upādāna in Sanskrit.

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*Every thought a person dwells upon, whether he expresses it or not, either damages or improves his life. - Lucy Malory*

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### **The Scott Adams happiness formula**

Eat right

Exercise

Get enough sleep

Imagine an incredible future (even if you don't believe it)

Work toward a flexible schedule

Do things you can steadily improve at

Help others (if you've already helped yourself)

Reduce daily decisions to routine

### **How To Fail At Almost Everything and Still Win Big**

If you want success, figure out the price, then pay it.

Things that will someday work out well start out well. Things that will never work start out bad and stay that way.

The main reason I blog is because it energizes me. I could rationalize my blogging by telling you it increases traffic on Dilbert.com by 10 percent or that it keeps my mind sharp or that I think the world is a better place when there are more ideas in it. But the main truth is that blogging charges me up. It gets me going. I don't need another reason.

As a bonus, smiling makes you more attractive to others. When you're more attractive, people respond to you with more respect and consideration, more smiles, and sometimes even lust.

Your story isn't a story unless something unexpected or unusual happens. That's the plot twist. If you don't have a twist, it's not a story. It's just a regurgitation of your day.

For in-person humor, quality isn't as important as you might think. Your attitude and effort count for a lot.

There's one step you will always do first if it's available to you: You'll ask a smart friend how he or she tackled the same problem. A smart friend can save you loads of time and effort.

The short answer is that over the years I have cultivated a unique relationship with failure. I invite it. I survive it. I appreciate it. And then I mug the shit out of it. Failure always brings something valuable with it. I don't let it leave until I extract that value.

The goals people are fighting the feeling of discouragement at each turn. The systems people are feeling good every time they apply their system.

The way I approach the problem of multiple priorities is by focusing on just one main metric: my energy. I make choices that maximize my personal energy because that makes it easier to manage all of the other priorities.

If you imagine winning a Nobel Prize, buying your own private island, or playing in the NBA, don't worry that those things are unlikely. Putting yourself in that imagination-fueled frame of mind will pep you up.

Imagination is the interface to your attitude.

My proposition, which I invite you to be skeptical about, is that one of the primary factors in determining your energy level, and therefore your mood, is what you've eaten recently.

You might not think you're an early-morning person. I didn't think I was either. But once you get used to it, you might never want to go back. You can accomplish more by the time other people wake up than most people accomplish all day.

Bill Gates famously found ways to hone his technical skills by stealing time on a mainframe. Jobs and Wozniak's first product involved technology that allowed people to steal long-distance phone calls. Where there is a tolerance for risk, there is often talent.

One of the best ways to detect the x factor is to watch what customers do about your idea or product, not what they say. People tend to say what they think you want to hear or what they think will cause the least pain. What people do is far more honest.

Positivity is far more than a mental preference. It changes your brain, literally, and it changes the people around you. It's the nearest thing we have to magic.

Here's my own list of the important patterns for success that I've noticed over the years. This is purely anecdotal. I exclude the ones that are 100 percent genetic: Lack of fear of embarrassment. Education (the right kind). Exercise.

I find it helpful to see the world as a slot machine that doesn't ask you to put money in. All it asks is your time, focus, and energy to pull the handle over and over.

Dealing with experts is always tricky. Are they honest? Are they competent? How often are they right? My observation and best guess is that experts are right about 98 percent of the time on the easy stuff but only right 50 percent of the time on anything that is unusually complicated, mysterious, or even new.

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*If you worship money and things, if they are where you tap real meaning in life, then you will never have enough, never feel you have enough. It's the truth. Worship your body and beauty and sexual allure and you will always feel ugly. And when time and age start showing, you will die a million deaths before they finally grieve you. On one level, we all know this stuff already. It's been codified as myths, proverbs, clichés, epigrams, parables; the skeleton of every great story. The whole trick is keeping the truth up front in daily consciousness. [...] And the world will not discourage you from operating on your default-settings, because the world of men and money and power hums along quite nicely on the fuel of fear and contempt and frustration and craving and the worship of self. - DFW*

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### **Jiro and Rene Redzepi share a cup of tea**

Jiro: If you start saying “I don’t like this” or “this isn’t the job for me” you won’t become an expert in anything

Rene: When did you feel like you were finally a master?

Jiro: 50.

Rene: Did [you] ever want to stop?

Jiro: No. Never. I never considered that question. The only question was, “how can I get better?”

Rene: What makes you happiest?

Jiro: I can work. That’s the first and most important thing. I can work. After that, it’s especially great if you enjoy what you do.

Jiro: If you don’t learn to love your work and remind your brain to make new steps every day, there can be no progress.

Jiro: [on Rene] You are stubborn, right? If you aren’t a strong willed person, you can’t get to this. And you are sensitive, too. Both have to be there to become like this.

Jiro: The people who are truly at the top won’t say they want to retire after they are 70 or 80. They just fasten their belts after that.



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*Memory is not the opposite of forgetting, it is a form of forgetting — Milan Kundera*

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### **Why do happy people cheat, Esther Perel [\[link\]](#)**

Adultery is the only commandment repeated twice in the Bible (once for doing it, once just for thinking about it!)

“Monogamy used to be one person for life, today it’s one person at a time”

“We used to marry and have sex for the first time; now we marry and stop having sex with others”

We are walking contradictions: 95% say it’s terribly wrong for our partner to lie about an affair, but the same % say that’s what we would do if we were having one

Today we're more inclined to stray than ever; we feel right to pursue our desires; we believe we deserve to be happy

“Not so much that we are looking for another person, but we are looking for another self”

One word unfaithful spouses use: **ALIVE**, they feel **ALIVE**

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*Technology is stuff that does not work yet - Danny Hillis*

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### **DAVID BROOKS**

#### **The Service Patch [\[link\]](#)**

- Many people today find it easy to use the vocabulary of

entrepreneurialism, whether they are in business or social entrepreneurs. This is a utilitarian vocabulary. How can I serve the greatest number? How can I most productively apply my talents to the problems of the world? It's about resource allocation.

- Around what ultimate purpose should your life revolve? Are you capable of heroic self-sacrifice or is life just a series of achievement hoops? These, too, are not analytic questions about what to do. They require literary distinctions and moral evaluations.
- In whatever field you go into, you will face greed, frustration and failure. You may find your life challenged by depression, alcoholism, infidelity, your own stupidity and self-indulgence. So how should you structure your soul to prepare for this? Simply working at Amnesty International instead of McKinsey is not necessarily going to help you with these primal character tests.

#### **The 4 types of commitments** [\[link\]](#)

- happiness peaks in 20s, then declines until bottoming out at 47, then climbs again
- you need an agency moment, when you're deciding your own criteria for judging success
- making commitments is key, there are 4 types:
  - **to spouse and family** - love humbles you; love is both a gritty commitment (washing the dishes) and transcendent magic; love is not zero-sum; the more you love, the more you can love
  - **to career and vocation** - "a vocation summons you"; find passion by looking outward, sensitive to a void or need, not inward
  - **to faith or philosophy**
  - **to community and village**
- morality has an inverse logic: give to receive, failure leads to success, find yourself by losing yourself
- society today values skills over character
- "it's the things you chain yourself to that set you free"

#### **Moral Bucket List** [\[link\]](#)

- The résumé virtues are the skills you bring to the marketplace. The eulogy virtues are the ones that are talked about at your

funeral

- But all the people I've ever deeply admired are profoundly honest about their own weaknesses. They have identified their core sin
- In the realm of the intellect, a person of character has achieved a settled philosophy about fundamental things. In the realm of emotion, she is embedded in a web of unconditional loves. In the realm of action, she is committed to tasks that can't be completed in a single lifetime.
- re: Dorothy Day: She made unshakable commitments in all directions. She became a Catholic, started a radical newspaper, opened settlement houses for the poor and lived among the poor, embracing shared poverty as a way to build community
- All that matters is living up to the standard of excellence inherent in their craft.
- But people on the road to inner light do not find their vocations by asking, what do I want from life? They ask, what is life asking of me? How can I match my intrinsic talent with one of the world's deep needs?
- The people on this road see the moments of suffering as pieces of a larger narrative. [...] They see life as a moral drama and feel fulfilled only when they are enmeshed in a struggle on behalf of some ideal.

### **The Heart Grows Smarter** [[link](#)]

- It was the capacity for intimate relationships that predicted flourishing in all aspects of these men's lives.
- In case after case, the magic formula is capacity for intimacy combined with persistence, discipline, order and dependability.

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*One will rarely err if extreme actions be ascribed to vanity, ordinary actions to habit, and mean actions to fear. - Nietzsche*

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### **PAUL GRAHAM**

History tends to get rewritten by big successes, so that in retrospect it seems obvious they were going to make it big. For that reason one of my

most valuable memories is how lame Facebook sounded to me when I first heard about it. A site for college students to waste time? It seemed the perfect bad idea: a site (1) for a niche market (2) with no money (3) to do something that didn't matter.

## **The Bus Ticket Theory of Genius**

- Which leads us to the second feature of this kind of obsession: there is no point. A bus ticket collector's love is disinterested. They're not doing it to impress us or to make themselves rich, but for its own sake.
- An obsessive interest in a topic is both a proxy for ability and a substitute for determination. Unless you have sufficient mathematical aptitude, you won't find series interesting. And when you're obsessively interested in something, you don't need as much determination: you don't need to push yourself as hard when curiosity is pulling you.
- So what matters? You can never be sure. It's precisely because no one can tell in advance which paths are promising that you can discover new ideas by working on what you're interested in.
- Even Newton occasionally sensed the degree of his obsessiveness. After computing pi to 15 digits, he wrote in a letter to a friend: *I am ashamed to tell you to how many figures I carried these computations, having no other business at the time.*

## **How to make wealth**

- I think everyone who gets rich by their own efforts will be found to be in a situation with measurement and leverage. Everyone I can think of does: CEOs, movie stars, hedge fund managers, professional athletes
- McDonald's, for example, grew big by designing a system, the McDonald's franchise, that could then be reproduced at will all over the face of the earth.
- At Viaweb one of our rules of thumb was run upstairs. Suppose you are a little, nimble guy being chased by a big, fat, bully. You open a door and find yourself in a staircase. Do you go up or down?

- For potential acquirers, the most powerful motivator is the prospect that one of their competitors will buy you. This, as we found, causes CEOs to take red-eyes.
- Many people feel confused and depressed in their early twenties. Life seemed so much more fun in college. Well, of course it was. Don't be fooled by the surface similarities. You've gone from guest to servant.
- There is a conservation law at work here: if you want to make a million dollars, you have to endure a million dollars' worth of pain.
- After all those years you get used to the idea of belonging to a group of people who all get up in the morning, go to some set of buildings, and do things that they do not, ordinarily, enjoy doing.
- What made the Florentines rich in 1200 was the discovery of new techniques for making the high-tech product of the time, fine woven cloth. What made the Dutch rich in 1600 was the discovery of shipbuilding and navigation techniques that enabled them to dominate the seas of the Far East.

### What you can't say (my notes)

- there are moral fashions just like clothing fashions
- through history, people have believed things that later people found ridiculous
- *do you have any opinions you'd be reluctant to share with a group of peers?*
- look at what people get in trouble for saying; ask, it might be heretical, but might it also be true?
- follow what is blasphemous, heretical, sacrilegious; start with labels, such as "sexist"
- diff present ideas against those of past cultures; diff your culture against others' cultures
- compare a very experienced, traveled the world type vs an innocent 16-year old, what does he know that the 16-year old doesn't?
- when something can't be said, **it's because some group doesn't want it**
- early adopters of taboos driven by ambition; later adopters driven by fear

- *"people you can say heretical things to without getting jumped on are also the most interesting to know"*

## **Expertise**

- *"When experts are wrong, it's often because they're experts on an earlier version of the world."*
- in a changing world, you must be aggressively open-minded
- crazy ideas are better than good ideas
- be public about your ideas, invest in them, have working hypotheses
- if you're expert in a field, pay attention to weird ideas and intuitions

## **How to do what you love**

- by looking at parents, kids learn that work = pain
- *Do what you love doesn't mean, do what you would like to do most this second*
- do work you enjoy AND admire
- *Prestige is the opinion of the rest of the world*
- *A comparatively safe and prosperous career with some automatic baseline prestige is dangerously tempting to someone young*
- *The test of whether people love what they do is whether they'd do it even if they weren't paid for it*
- *Always produce. For example, if you have a day job you don't take seriously because you plan to be a novelist, are you producing? Are you writing pages of fiction, however bad?*

## **Be good**

- "Don't be evil" may be the most valuable thing Paul Buchheit made for Google, because it may turn out to be an elixir of corporate youth.
- The idea of starting a company with benevolent aims is currently undervalued, because the kind of people who currently make that their explicit goal don't usually do a very good job.

## How not to die

- When startups die, the official cause of death is always either running out of money or a critical founder bailing. Often the two occur simultaneously. But I think the underlying cause is usually that they've become demoralized.
- As long as you've made something that a few users are ecstatic about, you're on the right track. It will be good for your morale to have even a handful of users who really love you, and startups run on morale.

## Life is short

- Relentlessly prune bullshit, don't wait to do things that matter, and savor the time you have. That's what you do when life is short.
- Your instinct when attacked is to defend yourself. But like a lot of instincts, this one wasn't designed for the world we now live in. Counterintuitive as it feels, it's better most of the time not to defend yourself. Otherwise these people are literally taking your life.

## Procrastination

- That's the sense in which the most impressive people I know are all procrastinators. They're type-C procrastinators: they put off working on small stuff to work on big stuff.
- Richard Hamming suggests that you ask yourself three questions: *What are the most important problems in your field? Are you working on one of them? Why not?*
- I think the way to "solve" the problem of procrastination is to let delight pull you instead of making a to-do list push you.

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*It doesn't get any easier, you just get faster - Greg Lemond*

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## **Richard Hamming: You and Your Research**

Given two people with exactly the same ability, the one person who manages day in and day out to get in one more hour of thinking will be tremendously more productive over a lifetime.

If you do not work on an important problem, it's unlikely you'll do important work. Great scientists have thought through, in a careful way, a number of important problems in their field, and they keep an eye on wondering how to attack them.

...there is a pretty good correlation between those who work with the doors open and those who ultimately do important things, although people who work with doors closed often work harder. Somehow they seem to work on slightly the wrong thing - not much, but enough that they miss fame.

But if you want to be a great scientist you're going to have to put up with stress. You can lead a nice life; you can be a nice guy or you can be a great scientist.

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*We are what we repeatedly do. Excellence, then, is not an act, but a habit - Aristotle*

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## **Hell Yeah or No by Derek Sivers**

When deciding whether to commit to something, if I feel anything less than, "Wow! That would be amazing! Absolutely! Hell yeah!" - then my answer is no.

another take on it, from [Jason Fried](#):  
never say no, just say YES if certain conditions are met which would make you AND them happy

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*Reason is and ought to be only a slave to the passions, and can never*



*pretend to be any other office than to serve and obey them. - Hume*

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## **Applied Philosophy aka Hacking by Paul Buchheit [\[link\]](#)**

Our entire reality is systems of systems, all the way down. This includes human relations (see The Game for an very amusing story of people hacking human attraction), health (Seth Roberts has some interesting ideas), sports (Tim Ferriss claims to have hacked the National Chinese Kickboxing championship), and finance ("too big to fail").

wherever and whenever there were people, there was someone staring into the system, searching for the truth...these are the people that created the governments, businesses, religions, and other machines that operate our society, and they necessarily did it by hacking the prior systems.

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*The only path to amazing runs directly through not-so-amazing - Seth Godin*

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## **Robert Greene's 48 laws of power**

Law 2 Never put too much trust in friends; learn how to use enemies.

Law 9 Win through your actions, never through argument.

Law 12 Use selective honesty and generosity to disarm your victim.

Law 13 When asking for help, appeal to people's self-interests, never to their mercy or gratitude.

Law 17 Keep others in suspended terror: cultivate an air of unpredictability.

Law 27 Play on people's need to believe to create a cultlike following.

Law 28 Enter action with boldness: When [...] entering any kind of negotiation, go further than you planned. Ask for the moon and you will be surprised how often you get it.

Law 33 Discover each man's thumbscrew.

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*That's not to say that a minuscule percentage of people don't possess an innate, obsessive desire to improve—what psychologist Ellen Winner calls “the rage to master.” - Daniel Coyle*

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### **Daily Rituals by Mason Currey [[link](#)]**

The most common activities of these famous creatives included:

- long walks, typically after lunch or in the early evening
- early morning or late night work sessions (instead of working the white collar 9-5 schedule)
- a minority had regular jobs of the 9-5 sort
- lots of coffee and cigarettes; quite a few regularly took amphetamines and sleep aids, too

Stephen King writes every day, including birthdays and holidays, and has a daily quota of 2,000 words

Joseph Heller on writing *Catch 22*: “I spent two or three hours a night on it for eight years”

Wallace Stevens: “I find that having a job is one of the best things in the world that could happen to me,” he once said. “It introduces discipline and regularity into one’s life.”

Beauvoir and Sartre had a relationship where they could take other lovers but were required to tell everything

Freud’s wife “laid out his clothes, chose his handkerchiefs, and even put toothpaste on his toothbrush”

He was dismissive of inspiration, saying that if he waited for the muse he would compose at most three songs a year. It was better to work every day. “Like the pugilist,” Gershwin said, “the songwriter must always keep in training.”

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*Three passions, simple but overwhelmingly strong, have governed my life: the longing for love, the search for knowledge and unbearable pity for the*

*suffering of mankind - Bertrand Russell*

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## **STEVE PAVLINA**

### **Broadcast Your Desires** [[link](#)]

Of course there will be consequences to broadcasting your desires, but one of those consequences is that you're more likely to actually get what you want. All the seemingly negative consequences become irrelevant and meaningless when you're enjoying the manifestation of your desires.

If you can't broadcast your desires, it's fair to say you don't own them yet. How can your desires become real if you can't speak up about them? If you're going to receive them, then let it be known. If you find it necessary to hide what you desire, that suggests you aren't ready to receive.

### **The Harder It Is** [[link](#)]

For harder goals, you'd better find an approach to the daily grind that you can fall in love with.

Stop trying to make everything in life easier. Learn to cultivate tenacious determination to conquer a goal because it's ridiculously tough

### **One Week On, One Week Off** [[link](#)]

A weekend simply isn't long enough to complete a serious renewal cycle. Six to seven days is a more realistic minimum. It normally takes a few days just to let go of work and become fully immersed in vacation mode (or personal project mode).

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*Anyone who isn't embarrassed of who they were last year probably isn't learning enough - Alain de Botton*

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**PATRICK MCKENZIE** [[link 1](#) and [link 2](#)]

call your work ESSAYS, or comprehensive GUIDES, not blog posts or “content”

build your best work into core navigation of your site

have a goal for each piece of writing - often its to continue the conversation via email newsletter

build a library of your best content that you can re-use and remix (e.g., a case study, data)

Prefer to work on things you can show. Prefer to work where people can see you. Prefer to work on things you can own.

Jason Cohen's formula for a side-project is: "Predictable acquisition of recurring revenue with an annual pre-pay option with a product which solves a demonstrable, enduring pain point for a business."

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*Take risks and you'll get the payoffs. Learn from your mistakes until you succeed. It's that simple. - Bobby Flay*

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**Dale Carnegie** [[link](#) and [link](#)]

Don't criticize, condemn or complain.

Arouse in the other person an eager want.

Make the other person feel important - and do it sincerely.

If you are wrong, admit it quickly and emphatically.

Let the other person feel that the idea is his or hers.

Talk in terms of the other person's interests.

Get the other person saying “yes, yes” immediately.

Praise the slightest improvement and praise every improvement. Be “hearty in your approbation and lavish in your praise.”

Use encouragement. Make the fault seem easy to correct.

Call attention to people's mistakes indirectly.

Give the other person a fine reputation to live up to.

Remember that a person's name is to that person the sweetest and most important sound in any language.

When dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.

If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as from your own.

.....  
*I have come to realize that if I'm serious about making an impact with my work, about helping as many people as possible, and about putting a small dent in my corner of the universe — writing will carry my work and ideas further than just about anything else. - James Clear*  
.....

### **Advice to Graduates by George Saunders [\[link\]](#)**

Each of us is born with a series of built-in confusions that are probably somehow Darwinian. [...] Now, we don't really believe these things – intellectually we know better – but we believe them viscerally, and live by them, and they cause us to prioritize our own needs over the needs of others, even though what we really want, in our hearts, is to be less selfish, more aware of what's actually happening in the present moment, more open, and more loving.

Education is good; immersing ourselves in a work of art: good; prayer is good; meditation's good; a frank talk with a dear friend; establishing ourselves in some kind of spiritual tradition – recognizing that there have been countless really smart people before us who have asked these same questions and left behind answers for us.

Do those things that incline you toward the big questions, and avoid the things that would reduce you and make you trivial.

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*Plans are nothing, but planning is indispensable - Eisenhower*

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### **The Man Watching by Rainer Maria Rilke**

I can tell by the way the trees beat, after  
so many dull days, on my worried windowpanes  
that a storm is coming,  
and I hear the far-off fields say things  
I can't bear without a friend,  
I can't love without a sister.

The storm, the shifter of shapes, drives on  
across the woods and across time, and the world looks as if it had no  
age:  
the landscape, like a line in the psalm book,  
is seriousness and weight and eternity

What we choose to fight is so tiny!  
What fights with us is so great.  
If only we would let ourselves be dominated as things do by some  
immense storm,  
we would become strong too, and not need names.

When we win it's with small things,  
and the triumph itself makes us small.  
What is extraordinary and eternal does not want to be bent by us.  
I mean the Angel who appeared to the wrestlers of the Old Testament:

when the wrestlers' sinews  
grew long like metal strings  
he felt them under his fingers  
like chords of deep music

Whoever was beaten by this Angel  
(who often simply declined to fight)  
went away proud and strengthened  
and great from that harsh hand,  
that kneaded him as if to change his shape.  
Winning does not tempt that man.  
This is how he grows: by being defeated, decisively,  
by constantly greater beings.

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*Kaihogyo monks run 18 miles/day for 100 straight days, for 7 years, and if they fail after year 1, must commit suicide  
one man completed it twice, once at age 47 and once at 60*

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### **Cal Newport** [[link](#)]

Fix your ideal schedule, then work backwards to make everything fit — ruthlessly culling obligations, turning people down, becoming hard to reach, and shedding marginally useful tasks along the way.

If we instead identify only the most important tasks, he said, and tackle them under severe constraints, we'd be surprised by how little time we actually require.

His fixed-schedule approach to life comes from his simple conviction “to produce a lasting and distinctive body of work,” and his “willingness...to focus on what not to do as much as what to do” has made that possible.

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*If you want to build a ship, don't drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea. - Antoine de Saint-Exupéry*

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## DeAngelo's 77 laws

8. Failure is a made up thing, don't apply meaning to failure
10. Evolve constantly and consciously
20. Everyday find your center
24. Never whine or complain
36. Become unbelievably honest and direct when you need to
52. Eliminate nervous tics and unconscious behaviours
54. Setup your life so you are constantly meeting interesting, attractive, available women automatically
65. Look past the content to see the true meaning of what's going on

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*I'm just going to walk the earth. ...You know, like Caine in Kung Fu. Walk from place to place, meet people, get in adventures. — Jules in Pulp Fiction*

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## Jure Robic [\[link\]](#)

Around Day 2 of a typical weeklong race, his speech goes staccato. By Day 3, he is belligerent and sometimes paranoid. His short-term memory vanishes, and he weeps uncontrollably. The last days are marked by hallucinations: bears, wolves and aliens prowl the roadside; asphalt cracks rearrange themselves into coded messages. Occasionally, Robic leaps from his bike to square off with shadowy figures that turn out to be mailboxes. In a 2004 race, he turned to see himself pursued by a howling band of black-bearded men on horseback.

His wife, a nurse, interjects: *“The first time I went to a race, I was not prepared to see what happens to his mind. We nearly split up.”*



On rare occasions when he permits himself to be tested in a laboratory, his ability to produce power and transport oxygen ranks on a par with those of many other ultra-endurance athletes. He wins for the most fundamental of reasons: he refuses to stop.

In all decisions, Stanovnik governs according to a rule of thumb that he has developed over the years: at the dark moment when Robic feels utterly exhausted, when he is so empty and sleep-deprived that he feels as if he might literally die on the bike, he actually has 50 percent more energy to give.

As the riders approached complete fatigue, the percentage of active muscle fibers decreased, until they were using only about 30 percent. Even as the athletes felt they were giving their all, the reality was that more of their muscles were at rest. Was the brain purposely holding back the body?

Some people “have the ability to reprocess the pain signal...It’s not that they don’t feel the pain; they just shift their brain dynamics and alter their perception of reality so the pain matters less. It’s basically a purposeful hallucination.”

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*Society tames the wolf into a dog. And man is the most domesticated animal of all. - Nietzsche*

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**Always bet on text [[link](#)]**

We can read texts from five thousand years ago, almost the moment they started being produced

let's hit the random button on wikipedia and pick a sentence, see if you can draw a picture to convey it, mm? Here:

*"Human rights are moral principles or norms that describe certain standards of human behaviour, and are regularly protected as legal rights in national and international law."*

It is not a coincidence that all of literature and poetry, history and philosophy, mathematics, logic, programming and engineering rely on textual encodings for their ideas.

Text is the most efficient communication technology. By orders of magnitude. This blog post is likely to take perhaps 5000 bytes of storage, and could compress down to maybe 2000; by comparison the following 20-pixel-square image of the silhouette of a tweeting bird takes 4000 bytes:

Text is the most socially useful communication technology. It works well in 1:1, 1:N, and M:N modes. It can be indexed and searched efficiently, even by hand. It can be translated. It can be produced and consumed at variable speeds. It is asynchronous.

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*When you spit in the wind...you want it to blow back at you - Jeff Sellinger*

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### **Max Skibinsky on the transmutation of failure [\[link\]](#)**

If one looks at the actual time spent by entrepreneurs, as a distinctively different class of people than salaried employees of successful startups, they spend the most of their time and effort creating, enduring, and recovering from failure rather than creating success.

However, after observing Valley life for 15 years this author realistic estimate would along the following figures: 70% market, 29% team, 1% original idea.

We have collective wisdom of Silicon Valley best and brightest estimating new high tech product (Facebook platform) and completely missing its importance and impact. The Facebook team and their venerated young founder completely missed the scale of their own product.

What differentiates #1 from #2, #3,...#10 players is the team. What is ironic they did not even have to work twice or ten times better. 10% difference could be all it takes. The team works just slightly better and

faster, customers flock to its product faster than they flock to competitors, that attracts more investors, more creative talent, success breeds success, and before you know it such startup gets x1,000 times better outcome.

Operate at the maximum transparency. You don't know the right market, the time when "Instant Olympics" start and how to adjust your product vision to it. The only cure is to open all the possible barriers for communications. Instead of building walls that isolate fragile startup from the outside, integrate it into all possible channels to the broader community.

Therefore a startup team after establishing broad area what kind of problems they trying to solve (flashlight cone) should concentrate and follow any seeds of early success (first customer, first users, first media excitement) and make up bigger plans as that success story unfolds.

These 9 failed startups with 5-10 person each, had just created 50-100 people tempered and experienced by the failure. Reinvigorated by Silicon Valley community these people will now jump back into fray, some to join other startups, some to start their own. The real full production of 10 startups was one winning startup and 100 high quality people. While representing the loss of individual investors (from which they are of course protected by portfolio system), it's a big win for the Valley as whole.

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*By three methods we may learn wisdom: first, by reflection, which is noblest; second, by imitation, which is easiest; and third, by experience, which is the most bitter. - Confucius*

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### **BVP's Anti Portfolio [\[link\]](#)**

Bessemer had the opportunity to invest in pre-IPO secondary stock in Apple at a \$60M valuation. Neil Brownstein called it "outrageously expensive."

eBay: "Stamps? Coins? Comic books? You've GOT to be kidding," thought

Cowan. "No-brainer pass."

Google: Cowan's college friend rented her garage to Sergey and Larry for their first year. In 1999 and 2000 she tried to introduce Cowan to "these two really smart Stanford students writing a search engine". Students? A new search engine? In the most important moment ever for Bessemer's anti-portfolio, Cowan asked her, "How can I get out of this house without going anywhere near your garage?"

PayPal: David Cowan passed on the Series A round. Rookie team, regulatory nightmare, and, 4 years later, a \$1.5 billion acquisition by eBay.

Snapchat: In 2011 Jeremy Levine arrived at LAX three hours late, thanks to flight delays, with enough time for only one of the two meetings on his calendar. He literally tossed a quarter and phoned Evan Spiegel with his regrets. SNAP was the largest IPO in 2017.

After trying several next-gen video conferencing products, it was clear to Alex Ferrara that Zoom was a winner. Most importantly, he was impressed by its engineer-turned-founder, Eric Yuan. But video conferencing was crowded with entrenched incumbents and multiple startups in the market, so Alex passed on Zoom's series B in 2014. Better late than never, we invested in Zoom's IPO at a \$9 billion valuation.

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*The best time to plant a tree was 20 years ago. The second best time is today*

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### **The 4 Agreements by Miguel Ruiz**

1. Be impeccable with your word
2. Don't take anything personally
3. Don't make assumptions
4. Always do your best.

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*The only thing that will make you happy is to set a goal, then kill yourself to achieve it. I have a theory that the elation you feel is directly proportional to the sacrifices you make. - Dr. Nicholas*

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Thanks for reading! You can find more on [my blog](#) or [Twitter](#) (@kgao).