



YOUR KINDLE NOTES FOR:

## Tools of Titans: The Tactics, Routines, and Habits of Billionaires, Icons, and World-Class Performers (English Edition)

by Timothy Ferriss, Arnold Schwarzenegger

Free Kindle instant preview: <http://amzn.asia/d1XQkIC>

### 72 Highlights

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Highlight (Yellow) | Location 350

“If you have a 10-year plan of how to get [somewhere], you should ask: Why can’t you do this in 6 months?”  
For purposes of illustration here, I might reword that to: “What might you do to accomplish your 10-year goals in the next 6 months, if you had a gun against your head?”

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Highlight (Yellow) | Location 357

You are forced to shed artificial constraints, like shedding a skin, to realize that you had the ability to renegotiate your reality all along. It just takes practice.

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Highlight (Yellow) | Location 372

More than 80% of the interviewees have some form of daily mindfulness or meditation practice

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Highlight (Yellow) | Location 413

Success, however you define it, is achievable if you collect the right field-tested beliefs and habits.

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Highlight (Yellow) | Location 417

The superheroes you have in your mind (idols, icons, titans, billionaires, etc.) are nearly all walking flaws who’ve maximized 1 or 2 strengths. Humans are imperfect creatures. You don’t “succeed” because you have no weaknesses; you succeed because you find your unique strengths and focus on developing habits around them.

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Highlight (Yellow) | Location 421

Everyone is fighting a battle you know nothing about. The heroes in this book are no different. Everyone struggles. Take solace in that.

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Highlight (Yellow) | Page 7

“One study has demonstrated that a 30-minute sauna session twice a week for 3 weeks post-workout increased the time it took for study participants to run until exhaustion by 32% compared to baseline. The 32% increase in

running endurance found in this particular study was accompanied by a 7.1% increase in plasma volume and 3.5% increase in red blood cell count.”

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Highlight (Yellow) | Page 10

When in doubt, work on the deficiencies you’re most embarrassed by.

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Highlight (Yellow) | Page 11

used to tell my athletes there are stupid gymnasts, and there are old gymnasts, but there are no old, stupid gymnasts because they’re all dead.”

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Highlight (Yellow) | Page 174

“Life can be much broader, once you discover one simple fact, and that is that everything around you that you call ‘life’ was made up by people that were no smarter than you. And you can change it, you can influence it, you can build your own things that other people can use. Once you learn that, you’ll never be the same again.”

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Highlight (Yellow) | Page 175

“Every billionaire suffers from the same problem. Nobody around them ever says, ‘Hey, that stupid idea you just had is really stupid.’”

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Highlight (Yellow) | Page 201

Being busy is a form of laziness—lazy thinking and indiscriminate action. Being busy is most often used as a guise for avoiding the few critically important but uncomfortable actions.

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Highlight (Yellow) | Page 203

Matt wrote the majority of the code for WordPress over a year of “polyphasic” sleep: roughly 4 hours of waking, followed by 20 to 30 minutes of sleep, repeated indefinitely. This is nicknamed the “Uberman” protocol. Why did he stop? “I got a girlfriend.”

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Highlight (Yellow) | Page 205

The normal QWERTY keyboard layout was designed to slow down human operators to avoid jams. That time has passed, so try the Dvorak layout instead, which is easier on your tendons and helps prevent carpal tunnel syndrome. Read The Dvorak Zine ([dvzine.org](http://dvzine.org)). Colemak is even more efficient, if you dare. Within Automatic, Matt has held speed-typing challenges, where the loser has to switch to the winner’s layout. So far, Dvorak has always beaten QWERTY.

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Highlight (Yellow) | Page 211

This echoes what Jim Rohn famously said, “If you let your learning lead to knowledge, you become a fool. If you let your learning lead to action, you become wealthy.”

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Highlight (Yellow) | Page 212

“This brain inside our heads is a 2 million-year-old brain. . . . It’s ancient, old survival software that is running you a good deal of time. Whenever you’re suffering, that survival software is there. The reason you’re suffering is you’re focused on yourself. People tell me, ‘I’m not suffering that way. I’m worrying about my kids. My kids are not what they need to be.’ No, the reason [these people are] upset is they feel they failed their kids. It’s still about them.

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Highlight (Yellow) | Page 212

I’ve scribbled “STATE → STORY → STRATEGY” at the top of each page for the next several weeks. It’s a reminder to check the boxes in that order.

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Highlight (Yellow) | Page 212

Tony believes that, in a lowered emotional state, we only see the problems, not solutions. Let’s say you wake up feeling tired and overwhelmed. You sit down to brainstorm strategies to solve your issues, but it comes to naught, and you feel even worse afterward. This is because you started in a negative state, then attempted strategy but didn’t succeed (due to tunnel vision on the problems), and then likely told yourself self-defeating stories (e.g., “I always do this. Why am I so wound up I can’t even think straight?”). To fix this, he encourages you to “prime” your state first. The biochemistry will help you proactively tell yourself an enabling story. Only then do you think on strategy, as you’ll see the options instead of dead ends.

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Highlight (Yellow) | Page 215

Say, ‘How do I get no risk and get huge rewards?’ and because you ask a question continuously and you believe [there’s an] answer, you get it.”

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Highlight (Yellow) | Page 218

Favorite documentary Little Dieter Needs to Fly by Werner Herzog is Casey’s favorite documentary, made in 1997. This is about a U.S. fighter pilot in Vietnam who gets shot down in his very first mission, and is trapped as a POW for a number of years. This documentary will bring you to your knees. Any time you are having a bad day (or you think you have it hard), watch this movie and you will understand what it means to survive. (See Jocko Willink, page 412.)

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Highlight (Yellow) | Page 219

It’s modeled after Ben Franklin’s excellent advice: “If you would not be forgotten as soon as you are dead and rotten, either write things worth reading, or do things worth writing.”

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Highlight (Yellow) | Page 219

“You realize that you will never be the best-looking person in the room. You’ll never be the smartest person in the room. You’ll never be the most educated, the most well-versed. You can never compete on those levels. But what you can always compete on, the true egalitarian aspect to success, is hard work. You can always work harder than the next guy.”

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Highlight (Yellow) | Page 225

“Once we get those muddy, maddening, confusing thoughts [nebulous worries, jitters, and preoccupations] on the page, we face our day with clearer eyes.”

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Highlight (Yellow) | Page 227

Could bitching and moaning on paper for 5 minutes each morning change your life? As crazy as it seems, I believe the answer is yes.

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Highlight (Yellow) | Page 231

Reid and Josh’s descriptions led me to put the following quote at the top of my notebook: “Never go to sleep without a request to your subconscious.”—Thomas Edison

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Highlight (Yellow) | Page 231

‘In order to move fast, I expect you’ll make some foot faults. I’m okay with an error rate of 10 to 20%—times when I would have made a different decision in a given situation—if it means you can move fast.’

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Highlight (Yellow) | Page 233

So if you’re planning to do something with your life, if you have a 10-year plan of how to get there, you should ask: Why can’t you do this in 6 months? Sometimes, you have to actually go through the complex, 10-year trajectory. But it’s at least worth asking whether that’s the story you’re telling yourself, or whether that’s the reality.”

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Highlight (Yellow) | Page 233

think failure is massively overrated. Most businesses fail for more than one reason. So when a business fails, you often don’t learn anything at all because the failure was overdetermined. [TF: Overdetermined: “To determine, account for, or cause (something) in more than one way or with more conditions than are necessary.”]

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Highlight (Yellow) | Page 233

think people actually do not learn very much from failure. I think it ends up being quite damaging and demoralizing to people in the long run, and my sense is that the death of every business is a tragedy. It’s not

some sort of beautiful aesthetic where there's a lot of carnage, but that's how progress happens, and it's not some sort of educational imperative. So I think failure is neither a Darwinian nor an educational imperative. Failure is always simply a tragedy."

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Highlight (Yellow) | Page 234

[Context: Many people see Peter as "anti-college" due to his Thiel Fellowship, which "gives \$100,000 to young people who want to build new things instead of sitting in a classroom."]

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Highlight (Yellow) | Page 235

So I think, every day, it's something to reflect on and think about 'How do I become less competitive in order that I can become more successful?'

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Highlight (Yellow) | Page 236

We always need to ask: Is this true? And this is always what I get at with this indirect question: 'Tell me something that's true that very few people agree with you on.' "

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Highlight (Yellow) | Page 236

of 7 Questions There are 7 questions that Peter recommends all startup founders ask themselves. Grab Zero to One for all of them, but here are the 3 I revisit often: The Monopoly Question: Are you starting with a big share of a small market? The Secret Question: Have you identified a unique opportunity that others don't see? The Distribution Question: Do you have a way to not just create but deliver your product?

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Highlight (Yellow) | Page 238

So the goal isn't to get good ideas; the goal is to get bad ideas. Because once you get enough bad ideas, then some good ones have to show up." (See

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Highlight (Yellow) | Page 241

like to study what Seth doesn't do as much as what he does. Seth has no comments on his blog, he doesn't pay attention to analytics, and he doesn't use Twitter or Facebook (except to rebroadcast his daily blog posts, which is automated). In a world of tool obsession and FOMO (fear of missing out) on the next social platform, Seth doesn't appear to care. He simply focuses on putting out good and short daily posts, he ignores the rest, and he continues to thrive. There are no real rules, so make rules that work for you.

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Highlight (Yellow) | Page 241

what you were trying to do and basically said, A) You should taste the food as you go, which a surprisingly small number of people do; and B) salt and olive oil actually are cheating and they're secret weapons and they always work."

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Highlight (Yellow) | Page 247

[then] divide my paper into two columns. On one column is the list of ideas. On the other column is the list of FIRST STEPS. Remember, only the first step. Because you have no idea where that first step will take you. One of my favorite examples: Richard Branson didn't like the service on airlines he was flying, so he had an idea: 'I'm going to start a new airline.' How the heck can a magazine publisher start an airline from scratch with no money? His first step: He called Boeing to see if they had an airplane he could lease. No idea is so big that you can't take the first step. If the first step seems too hard, make it simpler. And don't worry again if the idea is bad. This is all practice." TF: If you can't get 10 good ideas, get 20 ideas.

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Highlight (Yellow) | Page 248

10 old ideas I can make new 10 ridiculous things I would invent (e.g., the smart toilet) 10 books I can write (The Choose Yourself Guide to an Alternative Education, etc). 10 business ideas for Google/Amazon/Twitter/etc. 10 people I can send ideas to 10 podcast ideas or videos I can shoot (e.g., Lunch with James, a video podcast where I just have lunch with people over Skype and we chat) 10 industries where I can remove the middleman 10 things I disagree with that everyone else assumes is religion (college, home ownership, voting, doctors, etc.) 10 ways to take old posts of mine and make books out of them 10 people I want to be friends with (then figure out the first step to contact them) 10 things I learned yesterday 10 things I can do differently today 10 ways I can save time 10 things I learned from X, where X is someone I've recently spoken with or read a book by or about. I've written posts on this about the Beatles, Mick Jagger, Steve Jobs, Charles Bukowski, the Dalai Lama, Superman, Freakonomics, etc. 10 things I'm interested in getting better at (and then 10 ways I can get better at each one) 10 things I was interested in as a kid that might be fun to explore now (Like, maybe I can write that "Son of Dr. Strange" comic I've always been planning. And now I need 10 plot ideas.) 10 ways I might try to solve a problem I have This has saved me with the IRS countless times. Unfortunately, the Department of Motor Vehicles is impervious to my superpowers.

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Highlight (Yellow) | Page 253

You limit angel investment funds to 10 to 15% or less of your liquid assets. I subscribe to the Nassim Taleb "barbell" school of investment, which I implement as 90% in conservative asset classes like cash-like equivalents and the remaining 10% in speculative investments that can capitalize on positive "black swans."

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Highlight (Yellow) | Page 255

Have the founders ever had crappy service jobs, like waiting tables or bussing at restaurants? If so, they tend to stay grounded for longer. Less entitlement and megalomania usually means better decisions and better drinking company, as this stuff normally takes quite a few years.

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Highlight (Yellow) | Page 255

Breaking your rules to co-invest with well-known investors is usually a bad idea, but following your rules when others reject a startup can work out extremely well.

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Highlight (Yellow) | Page 265

“All you do is you pick a goal and you write it down 15 times a day in some specific sentence form, like ‘I, Scott Adams, will become an astronaut,’ for example. And you do that every day. Then it will seem as if the universe just starts spitting up opportunities. It will look to you like these are coincidences, and whether they are or not is less relevant than the fact that they seem to pop up.

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Highlight (Yellow) | Page 268

I’m thinking of these ideas and they’re flowing through my head, I’m monitoring my body; I’m not monitoring my mind. And when my body changes, I have something that other people are going to care about, too.”

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Highlight (Yellow) | Page 268

I would consider myself a world champion at avoiding stress at this point in dozens of different ways. A lot of it is just how you look at the world, but most of it is really the process of diversification.

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Highlight (Yellow) | Page 268

I’m not going to worry about losing one friend if I have a hundred, but if I have two friends I’m really going to be worried. I’m not going to worry about losing my job because my one boss is going to fire me, because I have thousands of bosses at newspapers everywhere. One of the ways to not worry about stress is to eliminate it. I don’t worry about my stock picks because I have a diversified portfolio. Diversification works in almost every area of your life to reduce your stress.”

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Highlight (Yellow) | Page 269

Capitalism rewards things that are both rare and valuable. You make yourself rare by combining two or more “pretty goods” until no one else has your mix. . . . At least one of the skills in your mixture should involve communication, either written or verbal. And it could be as simple as learning how to sell more effectively than 75% of the world. That’s one. Now add to that whatever your passion is, and you have two, because that’s the thing you’ll easily put enough energy into to reach the top 25%.

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Highlight (Yellow) | Page 277

When you launch a new product, the first question to ask yourself is not “How is this new product better than the competition?” but “First what?” In other words, what category is this new product first in?

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Highlight (Yellow) | Page 283

“If I look across and everyone else is doing X, how do you zig when everyone else is zagging? The way that I zigged when everyone else was zagging in photography was I chronicled my exploits of learning my craft. . . . It was 10 years before it was cool to be transparent, and I was actually vilified for sharing trade secrets.”

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Highlight (Yellow) | Page 286

Although, if you had told me that, I might have relaxed so much that [my current] reality might never have occurred. So that's why you can't go back in the time machine and step on the butterfly—you'll screw up everything.

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Highlight (Yellow) | Page 289

Age of Propaganda by Anthony Pratkanis and Elliot Aronson, and his favorite copywriting book is an oldie: The Robert Collier Letter Book, originally published in 1931.

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give away 98% of my material for free and, then, many of my flagship courses are extremely expensive. In fact, 10 to 100 times what my competitors charge.”

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Highlight (Yellow) | Page 290

An openness to indirect paths means I don't obsess over selling my “content,” and I never have.

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Highlight (Yellow) | Page 291

Google “entrepreneurial bus count” for a good article on why checklists can save your startup.

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Highlight (Yellow) | Page 297

Read Small Giants by Bo Burlingham for some fantastic examples of companies that choose to be the best rather than the biggest.

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Highlight (Yellow) | Page 314

‘When you complain, nobody wants to help you,’ and

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Highlight (Yellow) | Page 316

Must-watch documentary The Gatekeepers (2012) features interviews with all of the living heads of the Shin Bet, the Israeli security agency, who talk frankly about life, war, and peace. The motto of the Shin Bet is “Magen veLo Yera'e,” literally “the unseen shield,” or “defender who shall not be seen.”

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Highlight (Yellow) | Page 325

would-be entrepreneurs (he calls them “wantrapreneurs”), or entrepreneurs who've grown a little too comfortable, Noah has a recommendation—ask for 10% off of your next few coffees. “Go up to the counter and order coffee. If you don't drink coffee, order tea. If you don't drink tea, order water. I don't care. Then just ask



for 10% off. . . . The coffee challenge sounds kind of silly, but the whole point is that—in business and in life—you don’t have to be on the extreme, but you have to ask for things, and you have to put yourself out there.”

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Highlight (Yellow) | Page 326

Increase the speed of your mouse/track pad. Go into Settings or System Preferences and double your current speed. This takes less than 30 seconds to do. Invest in the best router you can afford. Noah currently uses the ASUS RT-AC87U Wireless-AC2400 dual band gigabit router. Kevin Rose (page 340) and others use Eero technology to improve WiFi throughout their homes. \* Related—“What is the best or most worthwhile investment

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Highlight (Yellow) | Page 326

FollowUp.cc: For automating email follow-ups and reminders. I use a close cousin called Nudgemail, in combination with Boomerang. You’ll never have to remember to follow up with anyone ever again.

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Highlight (Yellow) | Page 326

Quick Gmail Trick Noah and I both use the Gmail “+” trick all the time. Let’s say your email address is bob@bobsmith.com. After signing up for services or newsletters, how can you tell who’s sharing your email, or contain the damage if someone discovers your login email? Companies get hacked all the time. Just use + as cheap insurance. If you append + and a word to the beginning, messages will still get delivered to your inbox. Signing up for Instacart, for instance? You could use bob+insta@bobsmith.com. I use this, or benefit from it, on a daily basis.

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Highlight (Yellow) | Page 338

There is an old saying, “Say little, do much.” What we really ought to do is update and apply a version of that to our early approach. Be lesser, do more.

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Highlight (Yellow) | Page 338

Maybe it’s coming up with ideas to hand over to your boss. Find people, thinkers, up-and-comers to introduce to each other. Cross wires to create new sparks. Find what nobody else wants to do and do it. Find inefficiencies and waste and redundancies. Identify leaks and patches to free up resources for new areas. Produce more than everyone else and give your ideas away.

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Highlight (Yellow) | Page 342

What was the “grail”? 25 mg of acarbose (¼ pill) with food. He learned this trick from Peter Attia (page 59), who I introduced him to.

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Highlight (Yellow) | Page 349

“Two crappy pages per day.” A

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Highlight (Yellow) | Page 350

“You’re so good at X, and I’m really struggling with Y. I want to respect your time and do this interview, of course, but someday I’d love to ask you about that.” Listeners

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Highlight (Yellow) | Page 360

Sometimes you need to stop doing things you love in order to nurture the one thing that matters most.”

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Highlight (Yellow) | Page 363

And the more we associate money with life, the more we convince ourselves that we’re too poor to buy our freedom. With this kind of mindset, it’s no wonder so many Americans think extended overseas travel is the exclusive realm of students, counterculture dropouts, and the idle rich.

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Highlight (Yellow) | Page 364

In reality, long-term travel has nothing to do with demographics—age, ideology, income—and everything to do with personal outlook. Long-term travel isn’t about being a college student—it’s about being a student of daily life. Long-term travel isn’t an act of rebellion against society—it’s an act of common sense within society. Long-term travel doesn’t require a massive “bundle of cash”; it requires only that we walk through the world in a more deliberate way. This deliberate way of walking through

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Highlight (Yellow) | Page 365

“the best part of one’s life earning money in order to enjoy a questionable liberty during the least valuable part of it.”

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Highlight (Yellow) | Page 373

“What did you want to do when you were a child, before anybody told you what you were supposed to do? What was it you wanted to become? What did you want to do more than anything else? “If Peter

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Highlight (Yellow) | Page 374

“The other question I ask is, ‘How would you disrupt yourself?’

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Highlight (Yellow) | Page 377

“I like to make promises that I’m not sure I can keep and then figure out how to keep them.

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