



RUBICON

P<sup>5</sup>

PERFORMANCE EXEMPLIFIED

# P<sup>5</sup>

**PRIOR PREPARATION PLANNING AND PRACTICE = PERFORMANCE**

Since Julius Caesar crossed the Rubicon River in northern Italy, Rubicon has exemplified:  
**CROSSING A POINT OF NO RETURN.**

**P<sup>5</sup>** is much more than just getting your bearings in life. It's crossing a point of no return that denies the luxury of returning to your familiar mediocrity. In its place will reside the grit and life navigational capabilities to become meaningful, and possibly legendary.

**AMNAT CURIAM VICTORIUM**

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**VICTORY LOVES PREPARATION**

**THE ETHOS OF RUBICON**

Graduates of this level earn the rank of

**PATHFINDER**  
AMNAT CURIAM VICTORIUM



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*The Ones Who Come Out On Top Are The Ones  
Who Have Been Trained In The Harder School.*

**ORIGIN** - After nearly three decades of research resulting in both victories and defeats, my expedition into the philosophical psychology of human performance presented clarity... What I needed was a navigational tool to keep my bearing concentrated on what the ancient Greek called logos or “meaning.” Originally called Kaizen Do or “*the way of continuous improvement*,” **COMPASS**™ is designed around discovering your bearing, understanding your bearing, and then keeping your bearing; hence the 4-point navigational logo resembling the primary directions.

Around this new way of coordinating my thoughts and feelings evolved the **P<sup>5</sup>** curriculum, focusing on *how* the Best succeed—and *why*. With its tactical companion **IN|CODE**, they represent the life performance system called **RUBICON**.

**THEORY** - “Failing to plan is planning for failure,” a phrase I had heard on many occasions, but planning to go where, when, how, and why? Outdated conventional techniques fail against a world of disrupting distractions. Then it hit me. There is something similar that all the greats share! Their characteristics resulted from their internal codes: passions, thoughts, attitudes, and values. *This* enables them to rise above mediocrity and become the Best! Prior preparation, planning, and practice equal performance. Like software within a computer: it’s the code, stupid!

**P<sup>5</sup>** training centers upon this solution by mimicking their strategies and modeling their tactics. When you start *acting as if* you’re the Best, you’ll start *believing* that you’re the Best. And when you start believing, you will *become* the Best!

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

*The greatest revolution of our generation is the discovery that human beings, by changing the inner attitudes of their minds, can change the outer aspects of their lives.*  
- William James

**APPLICATION** - The **COMPASS**™ navigational tool functions as the kernel central to this recoding. Its utility demands answers that must be crystal. As a weekly practice, we learn that our external conduct results from internal responses: the domino effect from decades of adopting thinking and attitudinal patterns by horribly performing peers and idols that have limited our potential.

Therefore, in order to re-engineer the (mis)coding, we go inside, into our identities. We inventory and analyze where we’re lacking, hack the codes of the Best, and simply import them.

The ultimate bearing towards a “Personal Legend,” or your gravestone epitaph, is not meant to be morbid. Instead, the motive behind re-coding teaches us to face head-on what once caused us fear and readies us for the unpredictable event horizon. Hence the Latin ethos: AMNAT CURIAM VICTORIUM: “victory loves preparation.”

Navigating by a **COMPASS**™ maintains our course: **Next-Actions** steering us to **Objectives** that pilot us to a major **Goal** that keeps us aligned with our **Personal Legend**. This prepares us to do what others won’t in order to accomplish what others can’t.

**P<sup>5</sup>** is training to deliberately cause affirmative outcomes that would not happen otherwise.

**A) PANEL (focuses on Identity awareness)**

- 1) **Personal Legend:** is the 10 words on your gravestone epitaph that reflects your life's logos.  
*What Matters Most* should become obvious.
- 2) **My Goal:** in 10+ years, I will Be?  
Why not be-come something legendary?  
"CLUE" is an **IN|CODE** exercise to learn to act as if you have already succeeded.
- 3) "Identity Awareness": (panels A & F)
  - a) Whom you want to be like = your Hero.
  - b) Self-talk is the fascinating dialogue that continues inside your head 24/7/365.
  - c) What are you teaching yourself? The default is that you are perfecting your mediocrity.

**B) PANEL (focuses on IN|CODE Techniques)**

- 1) **Objectives / Next-Actions:** are things that you "do," taking less than a year or between 1-10 years, respectively. (e.g., By mm/dd/2015, I will finish "x" project)
- 2) **Obstacle:** what's obstructing me *externally* (like a license for a job)?
- 3) **Challenge:** what's stopping me *internally* (i.e., fear, or just plain laziness).

- 4) **If / Then:** is installing pre-designed code.  
**If** (situation: I'm afraid of driving after I drink),  
**Then** (behavior: I'll remember my son feeling abandoned as he cries at my funeral).  
**CLUE** is an **IN|CODE** exercise to learn to act as if you've already succeeded. Jot down how your imagined event makes you feel.

**C) PANEL same as PANEL B**

**D) PANEL (focuses on IN|CODE Techniques)**

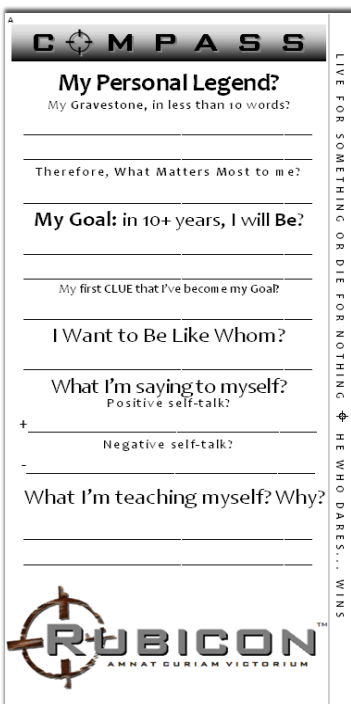
- 1) Questions tune the mind into your limitless potential.
- 2) What resonated most from this week's "CODE VAULT" selection should be written here.

**E) PANEL (focuses on Rapport Techniques)**

This easy reference is perfect for quick application and memorization.

**F) PANEL (focuses on Identity awareness)**

- 1) **Motto:** What phrase inspires you?
- 2) Sketch word-pictures of peak Days and Performances to anticipate as your **Summits**.
- 3) **Values** are codes that instruct like software, guiding your conduct (e.g. honesty).
- 4) **Data Inputs** trigger conscious awareness to what you're allowing into your imagination that affects your mental fitness, and results in your conduct.



**COMPASS™**

**Orientation:**

The 2-sided gizmo has its outside sub-divided into 6 panels. They're marked A-F on the centerline. Fold it in half, cross-ways, so that only the outside panels A-F can be seen. Now, with the D, E, F panels facing you, fold the FC panel over the EB panel; then fold the DA over the FC. You should now see panel A at the top; the back should be panel B. The inside portion will be explained later.

**Recommendations:**

- 1 : No FEAR: Fantasized Expectations Appearing Real.  
*If you're not on the edge, you're taking up too much space!*
- 2: Quality questions yield quality answers.  
*Brutal self-honesty will produce breakthrough improvements!*
- 3: The limited space forces clarity. Get crystal!
- 4: This is your adventure: a **P**ATH to a legendary life!



# PERSONAL LEGEND

WHAT WE CALL THE BEGINNING IS OFTEN THE END. AND TO MARK AN END IS TO MAKE A BEGINNING. THE END IS WHERE WE START FROM. -T. S. ELLIOT

Deeds, in themselves, are worthless, unless performed for a higher purpose.  
- Pelagius

Be-come the creator of your Personal Legend! Consider that your current actions result in your destiny. And when Fate removes us from this realm, the epitaph on our gravestone represents what our life meant.

What our life meant is "logos" in Greek. The epitaph symbolically represents what mattered most: the result of how we lived and what, if anything, we sacrificed for. It's the metaphor our life stood for.

Because of this, defining our Personal Legend is vital to our bearing, the very reason why the 4-pointed logo resembles a **COMPASS**™. By beginning with an end in mind, we gain the benefit of selecting a bearing whose destination symbolizes "logos" or what's individually meaningful.

There's a metaphor that explains the distinction between a light bulb and a laser. Using the same energy, each produces different outcomes: one *diffuses* while the other *concentrates*. "Men live lives of quiet desperation..." represents how Thoreau perceived the aimlessly diffused. A Personal Legend is the difference. And for this reason, we suggest the maxim: "Live for something, or die for nothing!"

Do not concern yourself with immortality until you've first lived a life worthy of remembering.  
- Bruce Lee

To discover your logos, close your eyes and see yourself in the future, standing beside your gravestone. Now, consider what you want it to say to those that visit. Ask yourself: "What did my life represent that was worthy of being remembered in stone?"

Restrict your epitaph to 10 words or less. Make it crystal. Consider crafting your life into a metaphor like katana, art, or game, while using descriptors like pioneering, brilliant, relentless, extraordinary, or remarkable. For guidance, reflect on the Personal Legend customs of our ancestors:

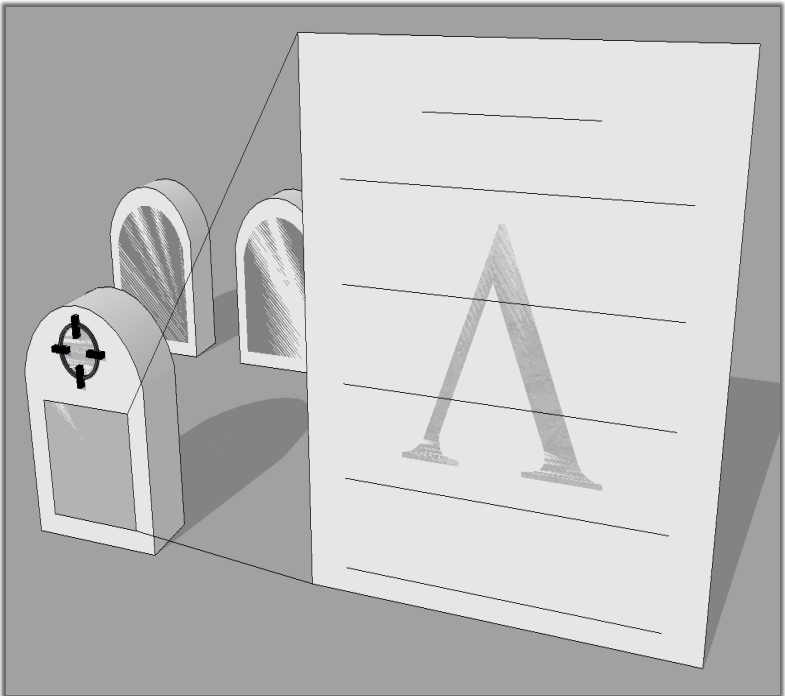
### PREMEDIATIO MALORUM

"Premeditation of evils" was an ancient Stoic practice (aka pre-mortem). It's envisioning what could go wrong before it happens. The result? It prevents ambitious plans from failing for preventable reasons.

To conquer the immobilizing fear named death, the philosopher Lucretius (c. 99-55BC) employed a unique exercise imagining his own gravestone. He then posed 2 questions: What if I lived well? What if I did not? These triggered "prosoche:" the shift from wallowing aimlessly to purposed mindfulness.

### THE BEAUTIFUL DEATH

In ancient Sparta (c. 500 BC), only Spartan soldiers were permitted a gravestone; and soldiers were permitted this only *if* they were worthy of being remembered. The meaning of worthy? That the Spartan valiantly sacrificed his life—in combat. Nothing else mattered.





# THE BOTTLENECK

HOW DO THE BEST GENERATE FACTORS OF 20-X GREATER THAN MOST?

Many seek a *proven* method to better their lives. They dream about providing a better education for their children, to open their own business, to experience the world by travel, and to enjoy the luxury of retiring with dignity. It could be argued that few make the sacrifices necessary. But it's possible that most don't understand the riddle to the ever-present bottleneck equation: define outcome, measure capacity, analyze risk, improve performance, and control effort. We'll demonstrate the utility of this process called DMAIC throughout this training course.

**D**EFINE  
**M**EAASURE  
**A**NALYZE  
**I**MPROVE  
**C**ONTROL

**D**efining your outcome infers the value in what matters most to you. By beginning with the end in mind, you gain perspective regarding the big picture; you see things from 30,000 feet instead of 300. From here you realize that it'll take more than just mechanics (the "how"); it'll take a major cause to justify the risks (the "why"). The equation for success is 95% why and 5% how.

**M**asuring your capacity means applying the Machiavellian mind-set correctly. You must be willing to sacrifice good to get to great, similar to knowing when to ignore the urgent to accomplish the necessary. The Best engage some type of edge, like a counterfactual measurement of capacity that may possibly result in a breakthrough. Case in point: success is seldom about happy endings. More often it's limiting collateral damage and minimizing emotional triage. Often it's making the best decision available and still being wrong... but not blaming. You cannot be the Best until you've lost.

*All courses of action are risky, so prudence is not in avoiding danger (it's impossible), but calculating risk and acting decisively. Make mistakes of ambition and not mistakes of sloth. Develop the strength to do bold things.*  
- Niccoló Machiavelli

**A**nalyzing the risks of your environment suggests comparing or contrasting it against something other than the status quo: doing more of the same while expecting a different outcome. You've got to analyze your challenge from the light of something better (or at least different) in order to reach a EUREKA! This could take the form of soliciting input from non-traditional channels like what Deming did while teaching his revolutionary concept kaizen. He gathered input from assembly-line workers that the high-ranking executives couldn't offer. This increased quality and output through an exchange of respect, sincere esprit de corps, and reciprocal loyalty.

**I**mprove your performance! Ask yourself, what is the difference between the person who earns \$50,000 per year and one who earns \$1,000,000? Does he require less sleep? Is it because he doesn't have to eat, came from the right family name, or grew up in a privileged zip code? Let's be real; no one enjoys 20 times more hours in a day; possesses the secret to a 20-fold advantage due to IQ, heritage, or education; or gets a 20x factor because of his work ethic! This is the *bottleneck*.

**C**ontrol is about effort, specifically in the form of robust value: the measurement of the exchange of performance within a specific period of time during assumed risk. Increasing your capacity for throughput is the solution: your ability to endure greater levels of the risks associated with ambiguity and volatility—combined with your capacity to correctly inter-act under duress. It's not how hard you can hit or how smart you are; it's performing the common under uncommon conditions: how hard you can get hit (by Fate) . . . and keep moving forward!

*The significant problems we face cannot be solved at the same level of thinking we were at when we created them.*  
- Albert Einstein

**Do not go where the path may lead; go instead where there is no path, and leave a trail. - Ralph Waldo Emerson**

As the author of *Survival Psychology*, the bible on survival, John Leach is the world's survival expert at the US Air Force Survival School. His 10/80/10 ratio defines the makeup of any group during a crisis: 10% act like zeroes, 10% like heroes, and the rest freeze up. The difference, says Leach, is preparing when others won't.

*It is not the critic who counts: the credit belongs to the man who is actually in the arena, who strives valiantly; who errs, who comes short again and again; who knows great enthusiasms; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails...*

**WHILE DARING GREATLY**

His dynamics apply to all groups to life: 10% worthless, 10% the Best, and the remaining majority. So, how do we no longer settle for a tolerable and comfortable existence living the unfulfilling?

*Only those who dare greatly can ever achieve greatly.*

*- Robert Kennedy*

One, you've got to become sick and tired of being the sick, the lame, and the lazy! Two, change seldom occurs without enduring extreme pain. You can't prefer extraordinary sameness with minimal differentiation and expect to be the Best. Save your time and get crystal with this here and now!

Three, to become like the BEST, simply mimic them! Aristotle taught Alexander, at age 13, something unusual: *"be what you wish to seem."* It meant to act as if you were—past tense—already your goal! You begin by hacking the internal code of the Best; then import how they think—essentially mirroring their codes.

We call it **IN|CODE**. Hacking begins with weekly strategic evaluations located in your **COMPASS**™

- ⊕ the valor of my hero?
- ⊕ the worth of my mentor?
- ⊕ the rigor of my ongoing schooling?
- ⊕ the quality of my 5 closest peers?
- ⊕ the caliber of sacrifices I've suffered?
- ⊕ the grade of my fitness?
- ⊕ the merit of my greatest defeat?
- ⊕ the rank of my enemy?

People fail for simple reasons: (1) their hero has no valor; (2) their peers are average at best; (3) they never train and expect things to happen without effort; or (4) they're afraid to suffer defeat. Failing to plan to achieve in life places us in the category of the average majority by default. Often this will result in an addiction of some form. These addictions are a form of hiding. Hiding from pressure, hiding from responsibilities, hiding from reality. It becomes the surrogate experience meant to alleviate the pain of failing to *"be what we wish to seem,"* or doing what we truly enjoy in life.

Change begins the moment we decide to face what we fear! This is completing the task when everything goes against you, coming up with last minute solutions to impossible scenarios. It's being your own hero—first.

**YOU ONLY LIVE ONCE.**

**TRAIN HARDER  
DARE GREATLY  
DIE VALIANTLY**

*"The coward never begins, and the weak die along the way"* is Fate testing us. And now she's asking you: *"What does it take to stop you?"*

**Becoming the Best is doing whatever it takes—the blood, sweat, and tears—to learn what others won't—to do what others can't!**

**C O M P A S S**

My Personal Legend?

My Gravestone, in less than 10 words?

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Therefore, What Matters Most to me?

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My Goal: in 10+ years, I will Be?

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My first CLUE that I've become my Goal?

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I Want to Be Like Whom?

---

What I'm saying to myself?

Positive self-talk?


+ \_\_\_\_\_

Negative self-talk?

- \_\_\_\_\_

What I'm teaching myself? Why?

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RUBICON  
ANNAT GURIAN VICTORIUM

LIVE FOR SOMETHING OR DIE FOR NOTHING. HE WHO DARES... WINS.





# PERFORMANCE CURVE

VINCIT QUI PATITUR "HE CONQUERS WHO PERSEVERES"

- Persius

AUT VIAM INVENIAM AUT FACIAM

I will find a way or I will make one!

- Hannibal the Great

Emotional highs are a part of any new venture, and are often accompanied by an unrealistic hope of an easy path to success. But the new wears off quickly and time introduces the painful pressure of disruptions that steal our attention and prevent us from staying on course to our Personal Legend.

These disruptions come in many forms, and incrementally over time they erode away at the positive momentum. They begin within, with an insidious whisper—some negative thought that morphs into pessimism. It wears on us until we suffer the final blow of jeers from our peers: "what are you doing...?"

True, success is doing what others won't. Sounds easy, but this contrary thinking requires grit. It's the gut feeling that encompasses the metaphor: "victory is not how hard you can hit. It's how hard you can get hit, and keep moving forward."

Do you make excuses? Quit? Or claim that a defeat is the end of the fight? Or, do you rise, and rise, and rise again?! It's fundamental. How do you respond to exhaustion? And deeper still, how much deprivation can you suffer? What will you sacrifice to win?

[stop and answer these; and be honest because it is the key to success.]

Failure and failing from buckling under pressure but refusing to stay down are not the same. This performance under pressure is known as:

**GRIT**, "performing the common under uncommon conditions."

It takes a strange craziness mixed with legend-driven intention to tread where most tremble. But to the few who pay in the currency of their own blood, sweat, and tears, Fate takes notice. And eventually she relaxes the blood-stained hurricane and rewards those who dare greatly with a gift:

**INSIGHT**, "that life is a test, the answers come later!"

Within this labyrinth some survive, and resist. And rise! And a rare few even reach their goal. But we wrongly credit this as talent. It's simply what it takes to stop us!!

FORTITUDINE VINCIMUS

By endurance we conquer!

- Captain Shackleton

What you feel doesn't matter in the end' it's what you do that makes you brave.

- Andre Agassi

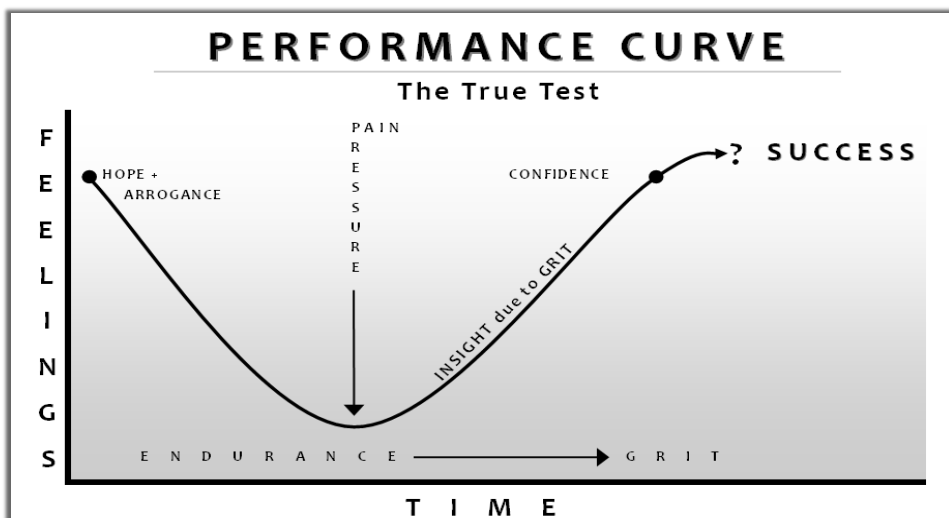
The real test comes when all your strength is fled and you must produce victory on grit alone.

- John Eldridge

There is no talent.

There is pressure.

- Alfred Adler



You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You are able to say to yourself, "I lived through this horror. I can take the next thing that comes along." You must do the thing you cannot do.

- Eleanor Roosevelt

*Image is everything.*  
- Andre Agassi

Successful strategists prepare by learning (1) about their opponent, (2) about their environment, and most importantly, (3) about their own selves. In his *Art of War*, undefeated Chinese general Sun Tzu wrote: "Know thyself and know thine enemy, and you need not fear the outcome..." It's no coincidence that during the same timeline (circa 500 BC), "Know thyself" was the maxim of Socrates, the father of Western philosophy. Our image of ourselves is our identity... and it means everything.

Consider this: If our default destiny results from our external reactions to life's challenges, then by affecting our internal responses, do we not have the power to change our destiny? It all circles back to image: how we perceive ourselves inside directly affects our outward conduct.

**IDENTITY AWARENESS**

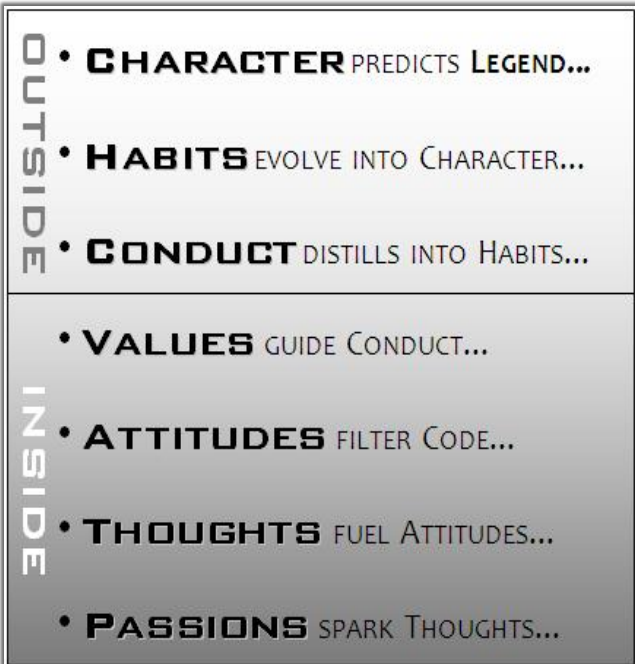
Identity is not what others recognize as "you": your preferences of style (attire, hair, glasses), the way you communicate (vocabulary, sentence format, tone, etc.), or your body language (gestures, posture, demeanor). Identity is the cause of these external displays. It is *why* we act like we do: our core philosophy code of how we interpret what we perceive as reality.

Asking yourself "Who am I?" and "Who do I want to be?" triggers a domino effect that begins Identity awareness. Question: are you the thoughts that run through your mind telling you that you are great – horrible – the best – the worst? If so, prove that you are in control and try to stop them. Awareness is the "aha" that strikes when we realize that we are not.

Consider the twin sons of an alcoholic father. When asked about their identity—why they'd become who they'd become, they both responded the same: "What else did you expect me to become?" What surprised the researchers was that one of the twins was an alcoholic; the other wouldn't touch the stuff.

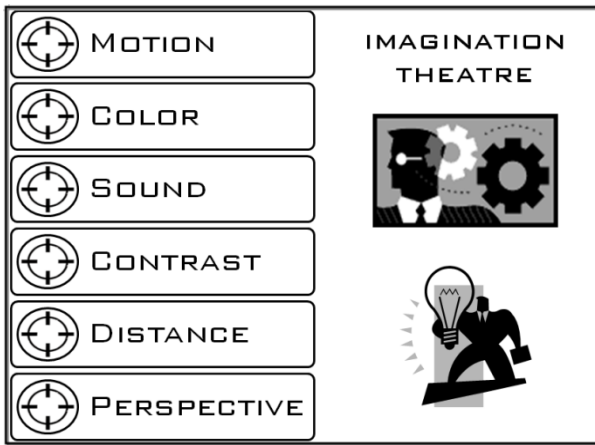
We operate from these unconscious lines of code that originate from (1) experiential reasoning from observation, but more often from (2) adopted conduct from peers (i.e., friends, parents, teachers, etc.). This code is at the root of our unconscious habitual responses.

**HOW CAN I BECOME BETTER, AND EVENTUALLY THE BEST?**



**THE HACK:** analyze the area you wish to improve and determine the surrogate code from one of the Best (see Code Vault) with a better performance record. Importing their belief(s) follows what Aristotle taught, mimic them! "*Be what you wish to seem.*"

All this occurs in the processor called **IMAGINATION** that resembles the inset graphic. And like a computer and its programs, you see the end result first. **Character** comes from our habits. **Habits** are routine or unconscious conduct. **Conduct** is the deliberate functions derived from internal **Values**: a set of learned rules. Beneath values rest **Attitudes**: inherited viewpoints developed from memories we call thoughts. And **Thoughts** spark from the bank of emotions linked to past memories. These are **Passions**.



The **IMAGINATION** processor interprets disorganized data into usable information. We frequently confuse these opinions as facts. But when interrogated (i.e., using **IN|CODE**: the 5 Whys), opinions expose underlying and poorly formulated assumptions: beautifully convenient widgets called beliefs (read: be LIE fs).

*If you realize that you have created your own conditions, you can un-create them at will.*

- W. Clement Stone

## RE-ENGINEERING | RE-CODING

Stone advised that we can “un-create” our conditions. In **IN|CODE** you’ll learn many techniques that help unlock the unconscious. Here, we’ll begin by demonstrating one of them, the most powerful word in the English language—“Why?” used mainly by highly trained experts: 3 year olds.

First, since you’re already an expert at worrying, all we need to do is re-task your expertise. Close your eyes and go inside your Worry Theatre to the viewing screen called **IMAGINATION**. Now, watch one of your videos of a habit that causes you problems, one where you made a molehill into a mountain. Now ask yourself: *Why? Why do you do it?*

Next, just listen while you continue asking *why* to each new absurdity. If you’re patient, and after asking *why* at least five times, you’ll get a EUREKA! The meaning beneath your habit will become crystal. And while you’re here, take the time to realize that your Identity originated from flawed assumptions. It is from these irrationalities that we construct all our be-LIE-fs, ones that propel us towards a predictably unfortunate destiny.

Training to become the Best includes the duty to rise above the mediocrity that plagues our world. We must continuously improve.

**P<sup>5</sup>**

**PRIOR PREPARATION PLANNING AND PRACTICE = PERFORMANCE**

*Man does not simply exist but always decides what his existence will be, what he will become the next moment. By the same token, every human being has the freedom to change at any instant.*

- Dr. Viktor Frankl

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

- Aristotle

*The greatest revolution of our generation is the discovery that human beings, by changing the inner attitudes of their minds, can change the outer aspects of their lives.*

- William James

*If we continue to do what we have always done, which is what everyone else is doing, we will continue to get the same unsatisfactory results.*

- Eli Goldratt

*We are where we are—and what we are—because of our daily habits.*

- Napoleon Hill

*You are today where your thoughts have brought you.*

*You will be tomorrow where your thoughts take you.*

- James Allen

*Drive pushes you toward something you feel compelled or obligated to do. Passion pulls us toward something you cannot resist.*

- Randy Komisar

*A man is but the product of his thoughts. What he thinks, he becomes.*

- Gandhi

**INVICTUS** communicates the mental, even spiritual, conviction by the following captions where words alone fail to express its essence.

Robert Twigger, in his *Angry White Pajamas*, discusses a comparable point of view known in Japanese as *kidotai*:

*"the harsh policy on senshusei (trainee) injuries was another traditional way of 'building spirit.' The idea was to produce fighters who could acquit themselves well whatever the state of their bodies. The aim was to break the subjective link between how you feel and how you perform. Instead, it sought to replace it with a decided goal and achievement of that goal using the body, rather than the body dictating what the goal should be."*

### **The Oath of a Knight**

*Be without fear in the face of your  
enemy;  
Be brave and upright that God may  
love thee;  
Speak the truth,  
even if doing so leads to your death;  
Safeguard the helpless; and,  
Do no wrong.  
**The Kingdom of Heaven***

In Robert Bly's book *Iron John* this spirit can be felt in a note from 1465 written by a French knight named Jean de Brueil. *"Battle is a joyous thing. We love each other so much in battle. If we see that our cause is just and our kinsmen fights boldly, tears come to our eyes. A sweet joy rises in our hearts, in the feeling of our honest loyalty to each other. And seeing our friend so bravely exposing his body to danger in order to fulfill the commandment of our Creator, we resolve to go forward and die or live with him on account of love. This brings such delight that anyone who has not felt it cannot say how wonderful it is. Do you think someone who feels this is afraid of death? Not in the least! He is so strengthened, so delighted, that he does not know where he is. Truly, he fears nothing in this world!"*

In the film *The Kingdom of Heaven*, the remaining but outnumbered Templar forces are gathered within the walls of Jerusalem to defend the innocent against the attacking Sarasin army. In the chaos, the priest urges that they save themselves by slithering out a back passage, abandoning the people to be slaughtered. The knight refuses. And instead, orders the men to kneel and be knighted. To this the priest snidely remarked, *"Does an oath really make men better fighters?"* His reply: *"Yes!!"*

***It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred with dust and sweat and blood; who strives valiantly; who errs, and comes short again and again; because there is not effort without error or shortcoming; but who does actually strive to do the deeds; who knows the great enthusiasms, the great devotion; who spends himself in a worthy cause, who at the best knows, in the end, the triumphs of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who know neither victory or defeat.***

*- Theodore Roosevelt*

## **INVICTUS**

Out of the night that covers me,  
Black as the Pit from pole to pole,  
I thank whatever gods may be  
For my unconquerable soul.

In the fell clutch of circumstance  
I have not winced nor cried aloud.  
Under the bludgeoning of chance  
My head is bloody, but unbowed.

Beyond this place of wrath and tears  
Looms but the Horror of the shade,  
And yet the menace of the years  
Finds, and shall find, me unafraid.

It matters not how strait the gait,  
How charged with punishments the scroll.  
I am the Master of my Fate;  
I am the Captain of my soul.

*Whatever does not kill you, makes you stronger.*

*- Fredrick Nietzsche*

Performance-oriented traits like perseverance, hardiness, resilience, and ambition are believed to be synonymous with grit. From the days of Aristotle, these were revered as virtues. But are they the same?

**Perseverance** steadfastly pursues a task, mission, or journey in spite of obstacles, discouragement, or distraction. **Hardiness** is a combination of attitudes providing courage and motivation to do the hard, strategic effort that converts distressing and potentially disastrous circumstances into growth opportunities.

*The greater the challenges life gives you, the greater the opportunity you have to raise your life above those challenges.*

*- Winston Churchill*

**Resilience** is not a trait but a dynamic, adaptive response to challenging situations. It assists in overcoming adversity, usually in the form of a life altering event.

**Ambition** is the desire for attainment, power, or superiority.

**Grit** is unique among these specifically because those possessing it maintain their determination and motivation *over long, extended periods*—despite experiences with failure and adversity. The focus remains entirely on the “Personal Legend” and requires no critical incident trigger. And, because gritty folks never seek fame or external recognition, feedback is never required.

***Do not pray for easy lives. Pray to be stronger men.***

*- J.F.K.*

So if grit’s superiority wasn’t complete, there is a final edge. It’s not related to intelligence. Unlike many traditional measures of performance, grit was found to be slightly inversely correlated with intelligence. Researchers suggest this is why some very intelligent people fail to consistently perform over long periods.

We know that the coward never begins and the weak die along the way. But this metric of life continues. The good endure adversity and the Best become more by it! This may be why we worship saints and glorify heroes, those that perform the common under uncommon conditions—consistently. Should we not aspire towards this—loving Fate because she makes us what Nassim Taleb more recently coined as “*antifragile*”?

*Tentative efforts lead to tentative outcomes. Therefore give yourself fully to your endeavors. Decide to construct your character through excellent actions and determine to pay the price of a worthy goal. The trials you encounter will introduce you to your strengths. Remain steadfast... And one day you will build something that endures, something worthy of your potential.*

*- Epictetus*

Therefore, how we look at challenges is crucial. Consider what the Roman emperor Marcus Aurelius offered: “*What we call the beginning is often the end. And to mark an end is to make a beginning. The end is where we start from. Our actions may be impeded . . . But there can be no impeding our intentions or dispositions. Because we can accommodate and adapt. The mind adapts and converts to its own purposes the obstacle to our acting... The impediment to action advances action. What stands in the way becomes the way.*”

To make sure this point is understood with crystal clarity, obstacles that we encounter in life, and our ability to overcome them, are the very measure of what makes us worthy. Hence the phrase:

***What stands in the way becomes the way!***

The term value originates from the Latin VALE meaning “to be robust” and “to be worthy.” We revere actions taken despite extreme risks by acknowledging them with our highest measure of value: valor (from the same Latin root word). Values function as the bridge between our internal processes and our external actions. They restrict improper conduct that’s been mandated by custom or law and equally function as the standard of decorum within society. Synonymous phrases include code of conduct or rules of etiquette. Case in point:

*The harder the conflict, the more glorious the triumph. What we obtain too cheap, we esteem too lightly; it is dearness only that gives everything its value. I love the man that can smile in trouble, that can gather strength from distress and grow brave by reflection. 'Tis the business of little minds to shrink; but he whose heart is firm, and whose conscience approves his conduct, will pursue his principles unto death.*

- Thomas Paine

*Privations and danger are the toll of deeds of glory. "What is sweeter than to live bravely and to die leaving immortal renown?! When you seek my colors tomorrow, you need look only to the fore!"*

- Alexander the Great

*Regarding the Spartan spirit of Thermopylae: for Sparta, it was not dying but fleeing that is death.*

- Paul Cartledge, *Thermopylae: The Battle That Changed the World*

*The ultimate stratagem in martial arts is not in cutting a man down, but in killing one man's evil in order to save ten thousand.*

- Samurai Yagyu Munenori, *Heiho Kaden Sho: The Life-Giving Sword*

*When your expression doesn't change even if a mountain crumbles before you, you're unafraid when death is imminent, and you are unfailingly fearless and imperturbable, this is courage.*

- Samurai Hojo Chikuho-Shi

*Nothing can be accomplished by worrying about non-essential things. It is best to keep one's heart clear, face the work at hand directly, and act boldly.*

- Samurai Teshu

**BUSHIDO**, Japanese for “the way of the knightly warrior,” was the code of the venerated Samurai. Its ethos stressed honor, courage, mastery in all arts, fierce filial pride, selflessness, and frugality. As the decorum of dutiful self-denial and fearlessness by perpetual preparedness, it inspired performance absent hesitation, only fearing the disgrace of defeat in mortal combat.

The code is typified by seven principles:

1. **GI** or rectitude: justice is the strongest, the backbone that all others depended on; it’s “the power of deciding upon a certain course of conduct in accordance with reason, without wavering” (Inazo Nitobe);
2. **YUKI** or courage: the distinction between bravery and courage is whether it’s exercised according to rectitude—acting reckless versus performing reasoned conduct, respectively;
3. **JIN** or benevolence: mercy is the love or magnanimity towards others;
4. **REI** or respect: courtesy is rooted in benevolence and regarded more highly if performed out of love instead of the fear of offending etiquette;
5. **MAKOTO** or honesty: a true samurai disdained wealth because “riches hinder wisdom”; frugality was encouraged to exercise abstinence as a Spartan-type of austerity was duty;
6. **MEIYO** or honor: personal dignity and worth characterized the samurai; displays of emotions, especially one’s temper, demonstrated weakness; patience meant bearing the unbearable;
7. **CHUGI** or loyalty: remaining loyal to whom you are indebted; personal fidelity is recognized as the highest chivalric expression;

The unwritten 8<sup>th</sup>—Character: behavior according to an absolute standard that transcends logic; no excuses or justifications for conduct unbecoming. Those who exemplified this code were called Samurai meaning “to serve.”

A Recon Marine can speak without saying a word and achieve what others can only imagine.

Why are U.S. Marines considered the world's elite warriors? What puts the Marine Corps above the rest? The truth lies in the individual Marine. He did not join the Marines. Roughly 40,000 try each year. Those who survive the *crucible* of Marine basic training have been sculpted in mind and body. They have *become* Marines.

Once he has earned the title and entered the Brotherhood, a new warrior must draw upon the legacy of his Corps. Therein lies his strength. In return, the strength of the Corps lies in the individual Marine. The character (often defined as "what you are in the dark") of these warriors is defined by the three constant Corps values:

**HONOR** requires each Marine to exemplify the ultimate standard in ethical and moral conduct. Honor is many things; honor requires many things. A Marine must never lie, never cheat, never steal, but that is not enough. Much more is required. Each Marine must cling to an *uncompromising code* of personal integrity, accountable for his actions and holding others accountable for theirs. And, above all, honor mandates that a Marine never sully the reputation of his Corps.

**COURAGE**, simply stated, is honor in action. Courage is moral strength, the will to heed the inner voice of conscience, the will to do what is right regardless of the conduct of others. It is mental discipline, an adherence to a higher standard. Courage means willingness to take a stand for what is right in spite of adverse consequences. This courage, throughout the history of the Corps, has sustained Marines during the chaos, perils, and hardships of combat. And each day, it enables each Marine to look in the mirror—and smile.

**COMMITMENT** means total dedication to Corps and Country. Gung-ho Marine teamwork. By whatever name or cliché, commitment is a combination of 1) selfless determination and 2) a relentless dedication to excellence. Marines never give up, never give in, never willingly accept second best. Excellence is always the goal. Commitment never dies.

These values of the Corps make up the bedrock of the character of each Marine—that makes U.S. Marines the Warrior Elite: the most respected and revered fighting force on earth.

**RECON MARINE CREED**

Realizing it is my choice and my choice alone to be a Reconnaissance Marine, I accept all challenges involved with this profession. Forever shall I strive to maintain the tremendous reputation of those who went before me.

Exceeding beyond the limitations set down by others shall be my goal. Sacrificing personal comforts and dedicating myself to the completion of the reconnaissance missions shall be my life. Physical fitness, mental attitude, and high ethics—the title of Recon Marine is my honor.

Conquering all obstacles, both large and small, I shall never quit. To quit, to surrender, to give up is to fail. To be a Recon Marine is to surpass failure; to overcome, to adapt, and **to do whatever it takes to complete the mission.**

On the battlefield, as in all areas of life, I shall stand tall above the competition. Through professional pride, integrity, and teamwork, I shall be the example to emulate.

**ARMY RANGER CREED**

**R**ecognized that I volunteered as a ranger, fully knowing the hazards of my chosen profession, I will always endeavor to uphold the prestige, honor, and high esprit de corps of my ranger regiment.

**A**cknowledging the fact that a ranger is a more elite soldier, who arrives at the cutting edge of battle by land, sea, or air, I accept the fact that as a ranger, my country expects me to move further, faster, and fight harder than any other soldier.

**N**ever shall I fail my comrades. I will always keep myself mentally alert, physically strong, and morally straight, and I will shoulder more than my share of the task, whatever it may be, one hundred percent and then some.

**G**allantly will I show the world that I am a specially selected and well trained soldier. My courtesy to superior officers, neatness of dress, and care of equipment shall set the example for others to follow.

**E**nergetically will I meet the enemies of my country. I shall defeat them on the field of battle for I am better trained and will fight with all my might. Surrender is not a ranger word. I will never leave a fallen comrade to fall into the hands of the enemy and under no circumstances will I ever embarrass my country.

**R**eadily will I display the intestinal fortitude required to fight on to the ranger objective and complete the mission, though I be the lone survivor.



*Perceptions are portraits, not photographs.*

- Dr. Daniel Gilbert

***Everything is interpretation.***

- Fredrick Nietzsche

In order to communicate or exchange ideas, a foundation must exist upon which to transfer commonly agreed upon symbols. In language, symbols are letters that construct words that form sentences. Stringing these together conveys a thought. It is here where many of our problems begin because we adopt interpretative thinking skills seldom linked to reason. These are called beliefs, better read as be-LIE-fs. Like Gilbert notes above, they are portraits of reality, not photographs.

Leonardo da Vinci's favorite adage was *sapere videre* or "knowing how to see." His genius arose from aiming to interpret without prejudiced perception—even though objectivity is nearly impossible. Why? Because to perceive is attempting to interpret something that you believe you know, but you're unaware of your ignorance. Here's a story that outlines this common problem:

### THE BULLOCK CART

*In a primitive part of Burma, a small machine was left by the army. They were in a hurry, they were retreating, and for some unknown reason, they left it behind. The primitives found the machine but could not interpret what it was. They speculated that it must be some kind of bullock cart since that was the only possible thing they could imagine. The bullock cart was the ultimate vehicle in their interpretation. So they started using the machine as a bullock cart, and they enjoyed it. It was the best bullock cart they'd ever found.*

*Then a man from a remote part of the tribe came to experience the cart. He remarked, "This is not a bullock cart. This is a vehicle, and I know something about these." So he fixed it. And they were immensely amazed that without bullocks, the machine worked. It was such a joy that every morning and every evening, they just looked at it again and again from all sides; entering it, setting in it. And because there were few roads, traveling just a few feet became exhilarating to them.*

*Then one day, a pilot passed by the primitive forest and said, "What are you doing? That is an airplane! It can fly!" So when they left the ground, they could not believe it. This was absolutely beyond all their imaginations! Yes, they had seen airplanes in the sky but they'd always believed they belonged to the gods.*

The moral of the story: You cannot discover something new by interpreting it from your old point of view. Like Einstein said, "The significant problems we face cannot be solved at the same level of thinking we were at when we created them." In other words, "knowing how to see" means interpreting without our same limited beliefs.

In the end, there was a breakthrough. The primitives learned that it wasn't the Gods that flew these carts in the sky. It was men, similar to them, but ones who had abandoned primitive ignorance in order to interpret with greater clarity.

*Don't criticize them; they are just what we would be under similar circumstances.*

- Abraham Lincoln





# PERSISTENT CONSISTENCY

ÊTRE FORT POUR ÊTRE UTILE. "BEING STRONG TO BE USEFUL."

- George Hebert

*If we continue to do what we have done, which is what everybody is doing, we will continue to get the same unsatisfactory results.*

- Eli Goldratt, *The Goal*

*It is not a daily increase, but a daily decrease. Hack away at the inessentials.*

- Bruce Lee

*When you're not practicing, someone somewhere is. And when the two of you meet....*

- Coach Ed Macauley

*Focus and simplicity. Simple can be harder than complex; you have to work hard to get your thinking clean to make it simple. But it's worth it in the end because once you get there, you can move mountains.*

- Steve Jobs

*Getting to great starts by cutting out stuff that's merely good.*

- Jason Fried

*There are efforts and there are results. And the strength of the effort is the measure of the result.*

- James Allen

*What a man actually needs is not a tensionless state but rather the striving and struggling for a worthwhile goal.*

- Viktor Frankl

*You are the way you are because that's the way you want to be. If you really wanted to be any different, you would be in the process of changing right now.*

- Fred Smith

*It's not the will to win that matters—everyone has that. It's the will to prepare that matters.*

- Coach Paul "Bear" Bryant

*The quality of a person's life is in direct proportion to their commitment to excellence.*

- Coach Vince Lombardi

*Fools learn from experience. I prefer to learn from the experience of others.*

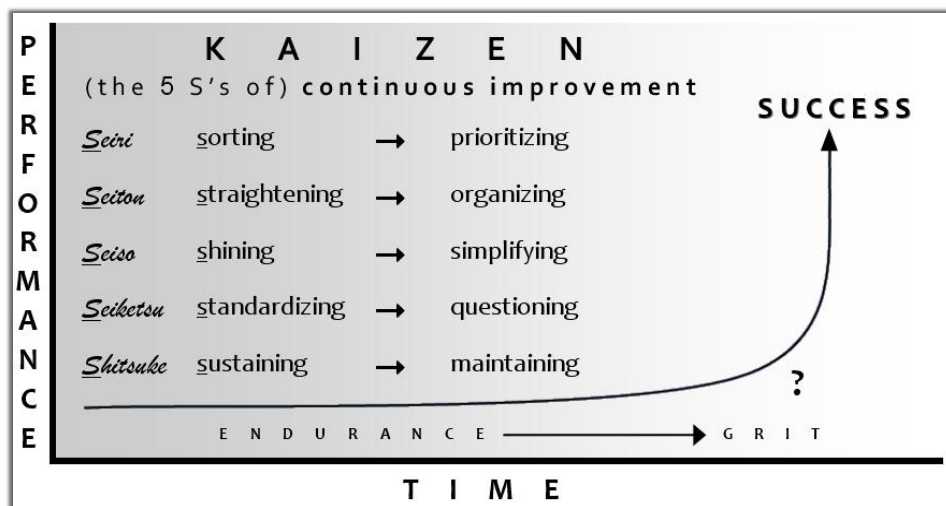
- Otto Von Bismark

Persistent consistency is practice. It readies us for the chimæras—a chance, to rise to an epic challenge, entering the fray like Belerophon—prepared to meet extinction or give something else theirs. It's in this immaculate moment—in the contest to produce the art our lives were intended for—that we realize the value of our preparation.

In his *Turning Pro*, author Steven Pressfield eloquently defines persistent consistency as "an engagement in a ritual of focused intention aimed at the achievement of mastery—a desire to communicate with that which is greater than ourselves. [It is] sacred—an odyssey towards transcendence—where the regimen becomes a powerful space, where our intention of service is eventually recognized... if we persist."

Post-WWII, Dr. Edward Deming returned Japan's devastated industries to global competitors within three decades. His success as the father of Quality Control Management resulted from a radically new concept of relying upon each worker's insightful contributions to improve quality. Though incremental improvements appeared meaningless—at first, persistent consistency created what's now referred to as the "hockey stick effect." The Japanese defined it as kaizen or continuous improvement.

There is no formula that predicts when the compounding effect turns one's persistent consistency into a vertical payoff, as seen below ("?"). It's beyond where endurance morphs into grit.





# PERFORMANCE PYRAMID

## PREPARING FOR THE FUTURE

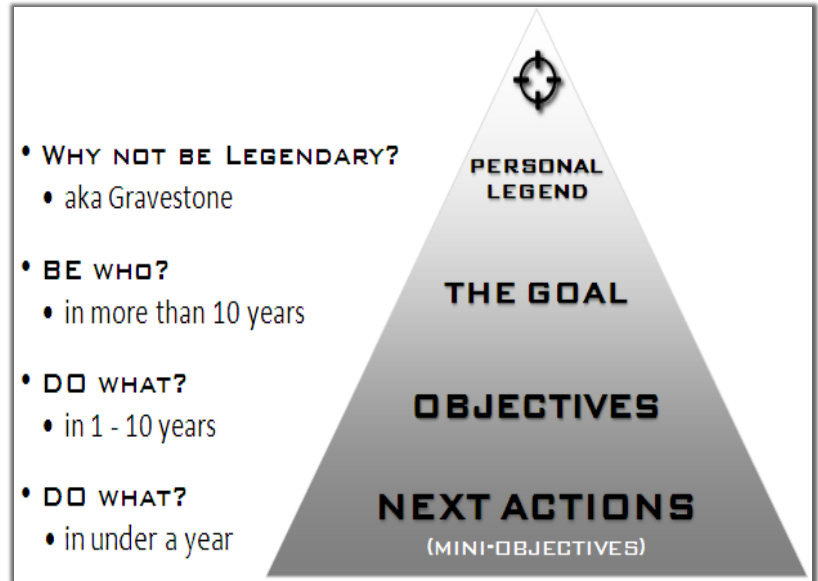
*The highest reward for a person's toil is not what they get for it, but what they become by it.*

*- John Ruskin*

Preparation—planning and practicing beforehand—does not magically guarantee success! Winston Churchill believed it functioned as the tipping point: “Plans are worthless but planning is everything.”

### MASTERING THE PERFORMANCE PYRAMID

1. **Logos** doesn't just apply to our Personal Legend. Everything that we do is based upon meaning. The Best choose their logos instead of accepting the default. (see **IN|CODE: The 5 Whys**)
2. **Dissimilarities** is the reason why most fail: they confusingly apply the term goal to any desired accomplishment. **P<sup>5</sup>** distinguishes the dissimilarities between a Goal and its corresponding Objectives and Next-Actions by several factors:



#### 2.1. Time to achieve:

- ⊕ A Goal is a major event in life that should take over 10 years;
- ⊕ Objectives take more than one but less than 10 years;
- ⊕ Next-Actions require less than 1 year.

***Most people overestimate what can be accomplished in a year, but underestimate what can be accomplished in a decade.***

*- Anthony Robbins*

#### 2.2. A Goal is something that you *be-come* (as part of your identity); Objectives and Next-Actions (aka "mini-objectives") are what you *do* to become your Goal.

- ⊕ **Secret #1:** When you believe you know what your Goal is, ask the question "Why"? Your answer means that what you believed was your goal is an objective. Now, ask "Why?" again to your new answer, and every answer afterwards until you get to the end: when there is no other answer. This last one is your Goal. (see example **IN|CODE: The 5 Whys**)
- ⊕ **Secret #2:** The Best "act as if" they've become their Goal from the rip. Example: I want to be worth a million dollars is not a Goal. You cannot act as if you're a million dollars! But you can act as if you're a millionaire! This rehearsing is invaluable to succeeding at any Goal. Think of it this way, when does a millionaire start acting like one? It's not x years from now when he reads his financial statement and decides "Oh, I'm now supposed to start acting like a millionaire."
- ⊕ **Secret #3:** Acting as if or "being what you wish to seem" links us to our hero's characteristics. Example: Dr. Mohammed Yunus won the Nobel Peace Prize as an international "no profit" banker that transforms the homeless into self-sufficient micro-entrepreneurs. Pablo Escobar contributed millions to the poor and constructed community centers in Colombia. Even though the end result of giving to the poor were similar, their legacy's in life were polar opposites. Do you want to be a saint, or do you want to be a tyrant? Who you aspire to become like defines you presently, predicts your actions in the near future, and casts your Legend ultimately.

**3. Measurable** is a factor of planning to achieve any target. Example: most spend more time planning their vacation than planning their life. Therefore, 95% of Americans at age 65 are either dead or dead broke. Failing to measure where they were at and how they were going to achieve their goal causes this result.

- ⊕ In the DMAIC model, defining everything is the first step in order to measure it. Example: I want to be wealthy is not measurable because wealthy is not defined. By December 2022, I want a \$1 million net worth consisting of \$600k equity in my business plus \$400k in personal real estate. This is measurable because it's defined. And because it's measurable, we can now begin planning.
- ⊕ Deadlines trigger better performance. Notice the December 2022 deadline in the example above. This rigor forces you to innovate under pressure.
- ⊕ The Best aren't about doing more or working harder; they're about smarter. A laundry list of to-dos to check off is efficiency: where we hide amidst mediocrity from the difficult but important tasks. Effectiveness is doing only the latter.

**EXAMPLE OF HOW TO PUT IT ALL TOGETHER**

PLAN	DEMONSTRATION
Personal Legend	<b>TO BE THE BEST FATHER!</b>
GOAL	To be my son's best man at his wedding
Objective	By 2018, to be admired by my son and teach him to be the Best.
Next-Action	By x date, 365 days alcohol-free.
Obstacle	Addiction to alcohol
Challenge	Lack meaning to focus on
IF situation	IF I'm afraid of having a wreck when I drink,
THEN behavior	THEN I'll remember how abandoned my 5 yr old son will feel at my funeral!!
Summit Clue	Standing next to my son as he takes his vows!

*All courses of action are risky, so prudence is not in avoiding danger (it's impossible), but calculating risk and acting decisively. Make mistakes of ambition and not mistakes of sloth. Develop the strength to do bold things.*  
 - Niccolò Machiavelli

*You want to set a goal that is big enough, that in the process of achieving it, you become something worth becoming.*  
 - Jim Rohn

*If you want to be happy, set a goal that commands your thoughts, liberates your energy, and inspires your hopes.*  
 - Andrew Carnegie

*If your goal does not scare you, it's not big enough!*  
 - Matt Morris

*The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.*  
 - Michelangelo

*The secret of getting ahead is getting started. The secret of getting started is breaking your complex overwhelming tasks into small, manageable tasks, and then starting on the first one, immediately.*  
 - Mark Twain

*I am looking for a lot of men who have infinite capacity to not know what can't be done.*  
 - Henry Ford

**You are the way you are because that's the way you want to be. If you really wanted to be any different, you would be in the process of changing right now.**

- Fred Smith

**Act in such a way that the maxim of your action would, if you were able, be instituted as a universal law of nature.**

- Emmanuel Kant

WARNING!! Reverse engineering your life does not occur overnight. It begins with concentrating our focus towards a beacon called Personal Legend. Working backwards step by step, we arrive at the present moment, having done the planning. We're now capable of improvising, adapting, and overcoming Fate's challenges. It's just like flying a plane that's off course 95% of the time: reaching the objective results from the continual course-correction towards the desired destination; it's *kaizen*—Japanese for "continuous improvement."

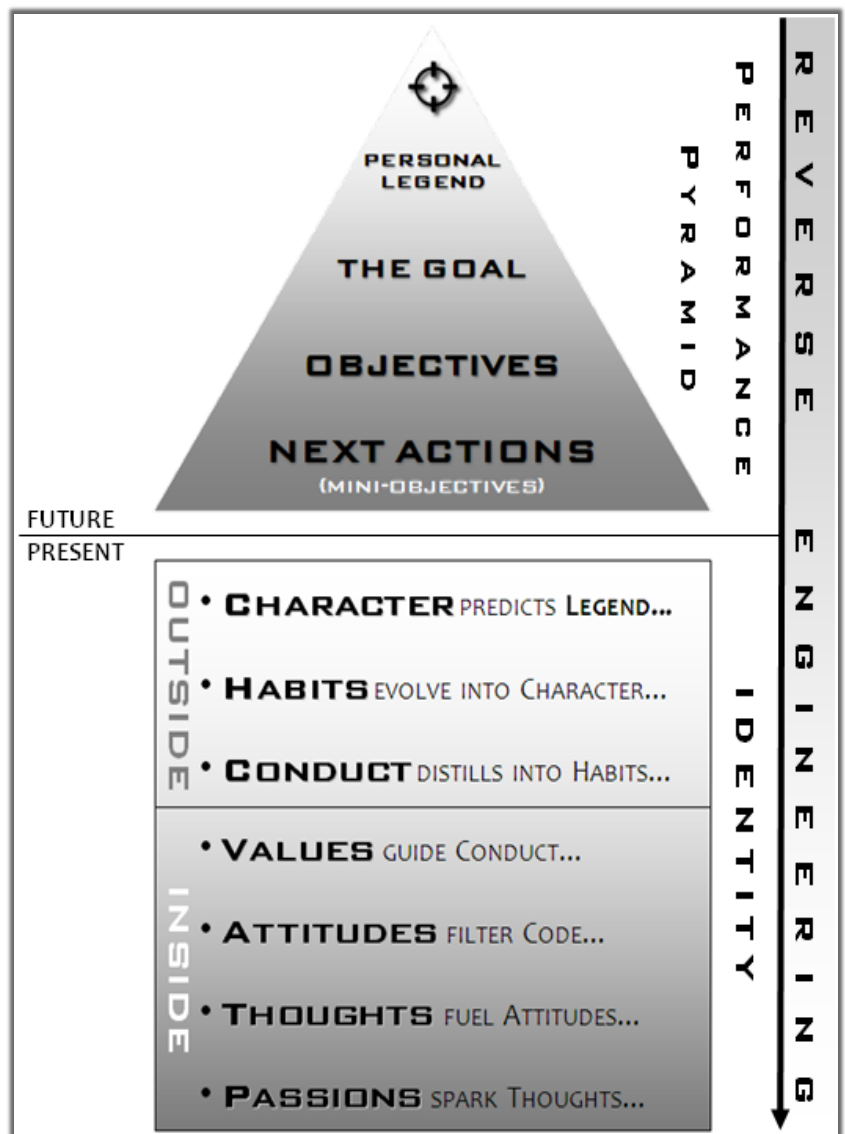
Maintaining attention to complete the mission is more about what not to be distracted by. Notice that most of our unrequested thoughts blather about our past or our future; seldom about the present moment. Too often it lives in regret of days gone by or fear of what might come next. What's done is done; we cannot change the past is a common and lame cliché. And trying to convince you that it did not happen like you recall because your memories are tainted by interpretation does little to change your habit.

You could argue that the future is worthy of our attention. And that's true, but in limited amounts to check our bearing and readjust our course. Again, failing to control the rudder allows your focus to become diffused by daydreaming. Or worse, worrying an event that has yet to occur into a self-fulfilling tragedy.

What can we do? The Best excel at aligning their long-range Legend with the most effective Next-Action. This is a filter that does the choosing for you: who to talk to, when to take a trip, if you should make a major purchase, how long to waste surfing the web, and even what to choose off the menu.

By re-assembling our attention, our awareness of our present state reveals what we so often miss: how we self-sabotage from inside out. Learning to ignore our ego that keeps distracting us with imaginings of the past and future is a huge step towards success. We realize how we've lived like the diffused bulb instead of a focused laser. And through reverse-engineering our Identity, we become the pilots of our lives for the first time.

*Go confidently in the direction of your dreams. Live the life you've imagined.*  
 - Henry David Thoreau



*Chance favors the prepared. . . Louis Pasteur*

In *Outliers*, Malcolm Gladwell posits that "success is not a random act. It arises out of a predictable and powerful set of circumstances and opportunities." In other words, poor performance results from laziness: the failure to educate ourselves, practice, and relentlessly pursue excellence. Period! Chance favors those prepared because they can (and do) perform. But Gladwell's statistical research proves that talent does not equate to success. Instead, success is more about the right place at the right time—with the right connections, with one additional caveat: readiness (aka being prepared).

In his work *The Lucifer Effect*, the head of Stanford's psychology department, Philip Zimbardo, correlates behavior to context, not nature. Conduct results from what Zimbardo defines as "Situation": culture, community, or even age group (i.e., peer pressure from a Situation or System: an individual's environment).

Though appearing as arbitrary chance, patterned behavior drives the conduct of outliers. They **IN|CODE** unique values ordinarily absent in the general population. Their personal ability and intelligence become amplified by these values.

Gladwell's research continues, holding that achievement is talent plus preparation, but they aren't equal. Renowned psychologist Alfred Adler noted that talent plays a small role: "There is no talent. There is pressure." Preparation may be nothing more than the readiness to endure (under) pressure. Success becomes the ability to perform the common under uncommon conditions.

*Those who are excellent at their work have learned to comfortably coexist with failure. The excellent fail more often than the mediocre. They begin more. They attempt more. They attack more. Mastery lives quietly atop a mountain of mistakes.*

*- Dr. Maxwell Maltz*

*Human beings always act and feel and perform in accordance with what they imagine to be true about themselves and their environment.*

*- Dr. Maxwell Maltz*

Sociologist Annette Lareau discovered something interesting about expectations of the preparation. In other words, what was the purpose for the pre-planning and practicing? Studying the parenting styles between socio-economic groups, she noticed the difference was involvement: concerted cultivation versus accomplishment of natural growth (i.e., the nurture versus nature argument—again). The former representing actively involved parents who lead by example in a child's life. The latter being the uninvolved that leave them on their own too often. It was instilling the seed that the child is being groomed for something great. Later, it was communicated as an expectation wrapped in belief and impressed through trust. Aristotle instructed Alexander the Great in a similar way, to "Be what you wish to seem."

But is the key just practicing or "acting as if" or just raw repetition? Neurologist Daniel Levitin's research discovered that "ten thousand hours of practice is required to achieve the level of mastery associated with being a world-class expert in anything . . . no one has yet found a case in which true world-class expertise was accomplished in less time. It seems that it takes the brain this long to assimilate all that it needs to know to achieve true mastery." And what is ten thousand hours? Roughly 10 years of hard practice.

But does learned skill play a role? Stanford Professor of psychology Lewis Terman's discovery in his *Genetic Studies of Genius* proved that "intellect and achievement are far from perfectly correlated." Psychologist Robert Sternberg argues that success is not IQ but a particular skill called: practical intelligence. It's "about knowing how to do something without necessarily knowing why you know it or being able to explain it."

So is it what Aristotle believed: *"We are what we repeatedly do. Excellence, then, is not an act but a habit?"* Sociologist Stephen Steinberg stumbled upon such a habit when researching early 1900 immigrants: *"these immigrants worked hard. They sacrificed. They scraped and saved and invested wisely."* The threshold to getting started was very low but the investment included eighteen-hour days.

But they changed their children's destinies by instilling a unique mind-set within them: *"If you work hard enough and assert yourself, and use your mind and imagination, you can shape the world to your desires."*

This paradigm disputes the randomness of success. Instead, it *"arises out of the steady accumulation of advantages,"* echoing Zimbardo's theory that our behavior is a derivative of the contextual influences of our Situation. And these occurrences within our realities equate to what he terms the "System." In short, synthetic traditions and artificial attitudes imprint within each of us. Later, they cause our behavior.

Historian David Arkash supports this with his research comparing two primary paradigms of public groups. The first is spawned *"of fatalism and pessimism typical of a representative feudal system, where peasants have no reason to believe in the efficacy of their own work."* It carried an attitude that *"if God does not bring it, the earth will not give it."* Its opposite holds: *"Hard work, shrewd planning and self-reliance (or cooperation within a small group) will, in time, bring recompense."* This one carried the mantra: *"No one who can rise before*

To just compete in the Olympics, the rough numbers are 4 hours of training per day, 310 days per year for 6 years. 7,440 hours!

To win gold, the effort is higher.

*dawn three hundred sixty days a year fails to make his family rich."* The genesis of the latter can be traced to the 3,000 hours per year of the wet-rice farmers of Asia.

The virtue of refusing to acquiesce—the habit of relentlessly practicing long after most have quit—has no equal. It, alone, explains why Asian students now dominate the highest test scores. But this attitude still resides within some American students, symbolized, for example, in KIPP Academies that require longer days, more homework, less free-time, and very short summer breaks. These students from underprivileged communities seize this opportunity voluntarily. Most keep the hours of a lawyer trying to make partner or a medical student, yet they never complain. And because of their readiness to endure such extreme pressure, most gain college scholarships and thereafter exact meaningful roles from life.

These 10,000-hours that separate the ordinary from Pasteur's "favored" is a necessary crucible: a proving ground for enduring extreme challenges that precedes exceptional performance.

Consider Gladwell's counterintuitive conclusion:

***"It is not the brightest who succeed . . . Nor is success simply the sum of the decisions and efforts you make on your own behalf. It is, rather, a gift. Outliers are those who have been given opportunities—and who have had the strength and presence of mind to seize them."***



# FORCE MULTIPLIERS

COUNTERINTUITIVES THAT PRODUCE X FACTOR RESULTS!

**The mind seeks peak performance.** - Abraham Maslow

Tim Ferriss describes the life of most as "time famine, creeping dread, and a tolerable and comfortable existence doing the unfulfilling." In his *4-Hour Workweek* he contends that it should be "for fun and profit." Here are some of Ferriss' ideas retasked to multiply your force of effort.

### A.D.D. (ADVENTURE DEFICIT DISORDER):

is caused by extraordinary sameness with minimal differentiation. Most incorrectly seek happiness when it's actually excitement that their mind craves. The Best don't focus on the inactivity (i.e., a happy retirement) as a destination but the adventure of the journey!

### FOCUSED CONCENTRATION:

is employed by a simple but rigid process regarding attention-disrupting thoughts:

- ⊕ Can every term in the question or idea be fully defined (e.g., How do we become successful quickly)? If not, abort. If yes, continue. Since "successful" and "quickly" are not defined, abort.
- ⊕ Do you have any control over the outcome (e.g., What if the train is late today)? If no control, abort. If yes, then engage. Because we cannot control the train, abort the idea or discussion; it has no value.

### LEARN HOW TO BE MEDIOCRE

1. Being available 24/7/365;
2. Doing meaningless work to feel efficient;
3. Waiting till you have a perfect plan to start;
4. Settling for incremental mediocrity by improving weaknesses;
5. Living for obligations instead of preferences;
6. Expecting higher wages without increased skills;
7. Choosing absolute income instead of relative revenue (i.e., maximum time expended for steady, lower income versus minimum time for maximum revenue);
8. Building debt to pursue stuff, style, and status instead of investing in calculated lifestyle risks;
9. Excessive idle time as a final outcome (i.e. retirement).

**What information consumes is rather obvious: it consumes the attention of its recipients. Hence, a wealth of information creates a poverty of attention and a need to allocate that attention efficiently among the overabundance of information sources that might consume it.**

- Herbert Simon, Nobel in economics

### BEST R.O.I. (RETURN ON INVESTMENT):

means to exile your problem 20%, stop contacting the average 60%, and concentrate all your effort on your best 20%. Pareto's 80/20 rule means that 80% of your clients produce a mere 20% of your profits, and your bottom 20% cause 80% of your nightmares. In contrast, the top 20% generate 80% of your profits... and require little or no babysitting. Invest your time and effort here for a return like the Best!

### FAT-FREE PERFORMANCE:

happens when you identify your mission-critical next-actions by setting clear and short-term deadlines. This exchanges efficiency for effectiveness. Efficiency is performing tasks in the most economical manner possible; effectiveness is doing only what moves you closer to the Goal.

Ask yourself: "if I had to stop 4 out of 5 activities today, what would I do to keep my loss of profit at a minimum?" Or try this one: "if I could do only 1 thing today that would ensure I was profitable next month, what would it be?" This is Pareto's 80/20 Rule applied.



## VITAL PARADIGM SHIFTS:

1. Work less, play more!
  2. Live where you'd retire!
  3. Empower others (i.e., a Skilled Virtual Assistant ("SVA")) to do the grind work;
  4. Employ rule-based action-plans (aka rules of non-decision) so that SVAs can perform autonomously;
  5. Use "minimum effective load" for optimal leverage (e.g., batch processing or 80/20 sorting);
  6. Establish metrics to prevent managing blindly;
  7. Control but never own;
  8. Only attend meetings with clear, jointly-agreed-upon agendas and exit times—and don't deviate;
  9. Focus on quality of output, not quantity;
- 1 0. Working the latitudes earns dollars, pays for labor in rupees, and then lives on pesos;
  - 1 1. Construct self-sustaining virtual architecture from the beginning to Manage-By-Absence;
  - 1 2. Design for scalability from the start;
  - 1 3. Net zero: never chase the time-value of money;
  - 1 4. Get to the point already;
  - 1 5. Sacrifice capability for reliability.

***It is vain to do with more what can be done with less.***

*- William Occam*

## CHOOSE LOW-INFO DIET + SELECTIVE IGNORANCE:

1. Increased output necessitates decreased input;
2. Be willing to let urgent fail to achieve a Next-Action;
3. Employ a razor-sharp SVA to organize your life and for:
  - 1) Responding to emergencies: remove yourself from the loop by establishing rules of non-decision;
  - 2) Redirecting disruptions because they're generally irrelevant, unimportant, and un-actionable;
  - 3) Redirecting info that is worth not knowing because it's time-consuming, negative, irrelevant to your goal, or outside your influence; an SVA can synthesize and capsule what's mission critical.

## CONCLUSION:

Some misunderstand Ferriss' *4-Hour Workweek* concept as a ploy for ultimate laziness when, in fact, it's purposed at optimizing your life for legendary activities. Employing these templated patterns of thinking multiply your force to operate like the Best.

***Why not learn to enjoy life and be legendary? WHY NOT?***





# OPPORTUNITY COST

EVERYTHING WE DO COSTS SOMETHING.

Opportunity Cost is defined by Wikipedia as *"the cost related to the next best choice available to someone who has picked among several mutually exclusive choices."* While this may sound complicated it really isn't. Just think of it as what we must give up when we choose to follow a specific path. The cost of opportunity is simply a factor of the time we have available.

*The difference between successful people and very successful people is that very successful people say "NO" to almost everything.*

*- Warren Buffet*

Warren Buffet is famous for understanding the value of his time. As he explains it, everything we do takes away from something else that we could be doing. This is an important concept to remember. We all have a myriad of ideas and creative ventures that we just know will be the *"next big thing,"* but how often do we stop to consider the amount of time we are spending pondering those possibilities.

It can be exhilarating to imagine all of the ideas that can lead to gains in life, but how rooted in reality are they? For some people it is their job to come up with new ideas. But for most of us, the time we spend dreaming, is just that *"time spent dreaming."* And this time takes us away from our most important tasks that we would otherwise be working on.

## NOT JUST EXTERNAL OPPORTUNITY, BUT INTERNAL OPPORTUNITY AS WELL

Staying focused and on task is an extremely difficult thing to do when we have a million distractions. How do we maintain focused attention? Find the priorities out of the million things, and validate a few of them. Leave the rest for a later date when the priorities are done. Spending time worrying about an idea that someone else will probably make a bundle of money with is a fool's errand. Concentrating on the progress of our most valuable objectives should be where we spend the most important part of our workday.

## SUCCESS BREEDS OPPORTUNITY

As we become more successful, more opportunities or ventures tend to bombard our limited attention. This is referred to as *"deal flow"*, where increased success creates increased deal volume. This becomes a paradox because it is exciting to see our level of work pay off attracting people and opportunity to us, but we can become entangled in this luring proposition due to the fear of potentially missing the *"big deal."* We must remember that the opportunity cost of saying *"Yes"* to one deal ultimately closes the door on another. This give and take can best be described as:

***the art of determining the best allocation of our limited attention and refusing to constantly second guess ourselves over irrelevant missed opportunities.***

## WHY DO WE NEED A NEW DIRECTION

How many times have we watched a successful businessman earn millions over his lifetime only to change direction at the last minute on a new venture that costs him everything? A *"sure thing"* stock deal, a *"no lose"* property investment, a *"guaranteed"* startup company that is set to blow up. The rags to riches-back to rags stories continue to happen over and over. So we ask, *"why do people fall into this trap?"* The simple answer is that the mind craves excitement. People get bored with the same old thing, even if the same old thing is chugging along doing extremely well. They look to new ventures seeking to feel fulfilled.

This is where the true cost of opportunity is most vividly demonstrated. Typically the *"new direction"* that is taken does two things. First, it draws attention away from the path that was already doing well, causing loss of performance. Second, jumping into a new arena is met with the realization that we know little or nothing about dealing with the inevitable problems that will occur. So, in the long run, what we have done is weaken one business only to get burnt on another.

The moral of the story? Invest in what we know. Invest in ourselves. And most importantly, invest in the time it takes to evaluate the true cost of any new opportunity presented.



# HOW TO BE THE BEST?

SECRETS FROM THE WIFE OF A REAL TONY STARK

What makes extreme success?

*Be obsessed. Be Obsessed. Be Obsessed.*

- Justine Musk

*Focus and simplicity. Simple can be harder than complex; you have to work hard to get your thinking clean to make it simple. But it's worth it in the end because once you get there, you can move mountains.*

- Steve Jobs

*There is no passion to be found playing small, in settling for a life that is less than the one you are capable of living.*

- Nelson Mandela

*Great things are done by a series of small things brought together.*

- Van Gogh

*The highest reward for a person's toil is not what they get for it, but what they become by it.*

- John Ruskin

The question originated from an online website called Quora: "How can I be as great as Bill Gates, Steve Jobs, Elon Musk, and Richard Branson?" The unexpected response created a bit of a stir among the ranks of the Who's Who. Married to the co-founder and CEO of Space X and Tesla Motors from 2000 to 2008, Justin Musk's insights are particularly qualified.

Instead of academic speculation or psychological mumbo-jumbo, or even narcissistic moguls waxing on about why they're so envied, her insights were from her first-hand experience. In fact, what people *think* causes success did not comport with what she had mused about for some time.

"Extreme success results from an extreme personality and comes at the cost of many other things," she wrote. "Extreme success is different from what I suppose you could just consider 'success.' These people tend to be freaks and misfits who were forced to experience the world in an unusually challenging way." And then she added, "Other people consider them to be somewhat insane."

And she was *not* being critical. "Extreme people combine brilliance and talent with an insane work ethic, so if the work itself doesn't drive you, you will burn out or fall by the wayside or your extreme competitors will crush you."

Though, in her opinion, extremes did not start out looking to become moguls, they did so simply as a byproduct of their maniacal focus.

*The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.*

- Michelangelo

*All courses of action are risky, so prudence is not in avoiding danger (it's impossible), but calculating risk and acting decisively. Make mistakes of ambition and not mistakes of sloth. Develop the strength to do bold things.*

- Niccoló Machiavelli

*Whatever you can do or dream, you can begin it. Boldness has genius, power, and magic in it.*

- Johann Wolfgang von Goethe

"Shift your focus away from what you want (a billion dollars) and get deeply, intensely curious about what the world wants or needs. It helps to have an ego, but you must be in service to something bigger if you are to inspire the people you need to help you," she advises.

In other threads she mused about how they think about money. "Money is rarely just money," she noted. "Sometimes it stands in for love or self-esteem or freedom or sense of control over your destiny (especially if you lacked these things in childhood.)"

"Money can also serve as a scorecard to indicate how well you are doing, the impact you are having, or if you are winning. Sometimes it's not so much the money that matters, but the win is everything—particularly when you are invested heart and soul in your mission."

Many attempted to read into her comments references about Elon, but she simply stated that "Elon is a fascinating character." When asked if he had any hobbies? she replied: "No, his job is his hobby. The nature of these things is so all consuming. Unless you see that up close it is hard to understand." And then she added, "Obsession has a bad rap."

If this inspires you, consider a morning ritual of one of the other extremes:

***If today were the last day of my life, would I want to do what I am about to do today?***

- Steve Jobs

*Life is the sum total of all you've lost divided by what you've learned.*

*- Persian Proverb*

***Whoever cannot seek the unforeseen sees nothing, for the known way is an impasse.***

*- Heraclitus*

Concerned with a correct and honorable life, ancient Greeks also wanted a fully satisfying and flourishing one. The question of "how to live" can be traced to the 3 schools: Skeptics, Stoics, and Epicureans. The latter two proffered present-moment awareness as their solution, but they differed greatly in practice. Zeno (c. 334-262 BC) founded Stoicism upon becoming indifferent to all things beyond our control, preventing the anguish suffered due to the loss of stuff (property or people), style, or status. Epicureans believed in overindulgence in order to satiate the senses in a quasi-ceremonial ritual against Fate and death.

The French philosopher Michel de Montaigne (1533-92) spent his life weaving the strategies of these schools, and others, into his *Essays*. One key principle he discovered was *je ne regretted rien* or "regret nothing." Stoics regretted no-thing by remaining unattached to all things external. Epicureans lived without regret because there was little that they did not sample.

***In life our first job is this, to divide and distinguish things into two categories: externals I cannot control, but the choices I make with regard to them I do control. Where will I find good and bad? In me, in my choices.***

*- Epictetus*

What was certain to him was that we exist unaware of our unawareness. We're shackled to other blind fools while chasing absurdities manufactured from our imaginations. To remedy this, the Greek schools shared the same goal: *eudæmonia* (root *eu* or "good" and *dæmon* or "genius within") meaning happiness, joy, and "human flourishing." The psychology necessary to achieve this was *atarexia*, meaning imperturbability or "freedom from anxiety."

Today we call this grit, a counterintuitive concept known also as poise: the art of equilibrium despite situations. Emperor Marcus Aurelius (121-180) employed grit through mind-set: "*Choose not to be—and you won't be harmed. Don't feel harmed—and you haven't been.*" It inspired Nietzsche's (1844-1900) maxim *amor fati* or "love fate." And these followed Epictetus' (c. 50-138) insight: "*Do not seek to have everything that happens as you wish, but wish for everything to happen as it actually does happen, and your life will be serene.*"

Seneca (c. 4BC-65AD) saw the Stoic aim as the next step. Not just to endure Fate through robust preparation and unattachment, but to emerge stronger! (Nassim Taleb recently coined this as *antifragile*.) Though rarely practiced, this strategy minimizes personal vulnerability. And it comes with an obligation:

***A duty to reduce human vulnerability, aiming to ready others to endure the most devastating deprivations.***

By way of drilling severely and instilling the discipline to remain emotionally unattached, happiness results from the excellence felt *after* elite performance—standing atop a seemingly impossible summit—victorious.

Lucretius (c. 99-55BC) employed a unique exercise to this end by imagining his own gravestone—to conquer the immobilizing fear named death. To this he posed 2 questions: *What if I lived well? What if I did not?* These triggered *prosoche*: the shift from wallowing aimlessly to purposed mindfulness.

*A good person dyes events with his own color . . . And turns whatever happens to his own benefit.*

*- Seneca*



## THE HACK:

To achieve *atarexia* via *prosoche* you had to practice *epékbo*: "I suspend judgment." In other words, if you're to keep nerves of steel—to perform the common under uncommon conditions, then your attention must not be distracted by judging.

What's interesting is that *epékbo* was not about holding back the judgment of others; it was suspending judgment on Fate. In doing so, a major shift occurs! One's failings and mistakes in life become necessary practice and preparation, obstacles and challenges become "*opportunities... to learn!*"

Consider that most external events divert our attention from the "*awareness of the moment.*" The diversion results from judgment-irrelevant reasoning and attempts to rationalize situations that do not matter. They should not matter because they're beyond our control! Jean-Jacques Rousseau (1712-78) defined these diversions more deeply, suggesting that "*civilization corrupts.*" That what makes us sociable makes us a slave: weak, fearful, and unmanly. Why? Because people crave excitement for any belief that stimulates, so long as it diverts attention from their mundane existences. This "*civilizing*" shackles us to the fears of despair, anxiety, and ultimately, to regret. As proof, Rousseau posited: "*When has anyone ever observed a savage suffering from despair?*"

Montaigne's conclusion: "*Chance and caprice rule the world.*" Therefore, "*I try to have no express need for anyone [because] it is very pitiful and hazardous to be dependent*" upon what may divert my attention. So Montaigne embraced Fate. Not out of undeserved mercy, but because she was beyond his control. And in doing so, he lived his maxim: *je ne regretted rien*. "No regrets."

Whether it's called poise, *amor fati*, or grit—each describes an epiphany like Montaigne's: that in learning "*how to live,*" you may discover the secret of life itself:

***Living to learn – is – learning how to live.***

*Beliefs configure perceptions. Biases shape how we interpret, molding it to fit the way we want it to be not how it is.*

*- Michael Shermer, Ph.D*



## GROUNDED HOPE

SUPERSURVIVOR: LATIN: SUPER VIVERE: TO LIVE OVER, BEYOND

*The world breaks everyone and afterwards many are strong at the broken places.*

- Earnest Hemingway

In the *The Count of Monte Cristo* the protagonist Edmond Dantes survives the impossible: a horrible French prison in the sixteenth century. Ultimately, his strength results from his adversity and he avows: "Life is a storm. You will bask in the sunlight one moment, be shattered on the rocks the next. What makes you a man is what you do when that storm comes. You must look into that storm and shout: 'Do your worst! For I will do mine!!' Then the Fates will know you as a man." What enables such strength amidst such misery?

In the recent release *Supersurvivors: The Surprising Link Between Suffering and Success*, Dr. David Feldman makes sense of how a few transform by transcending the worst that could have happened to them. Their tipping point? Poise – a knowing that their wildest imaginings are possible. He writes, it is "an ability to peer into the face of tragedy and somehow emerge fundamentally changed and able to impact the world in previously unimagined ways." His discovery is not hope but "grounded hope," something "more pessimistic than positive thinking yet more realistic than pessimism. It avoids the comforting fiction that 'all will be fine' and courageously searches for 'what now?'"

Named in his honor for enduring more than seven years of torture in the notorious North Vietnamese POW camp "Hanoi Hilton," the Stockdale Paradox confirms the research in Ben Sherwood's book *The Survivor Club*. "You must never confuse faith that you'll prevail in the end – which you can never afford to lose – with the discipline to confront the most brutal facts of your current reality, whatever that might be," explains retired Air Force Colonel James Stockdale. After interviewing countless survivors of the Holocaust, plane crashes, terminal illnesses, and other impossible tragedies, Sherwood attributes his surviving the seemingly impossible to the utilitarian mind-set in Epictetus' *Handbook*, the bible of Stoicism:

1. Face stark reality because superstition is a killer! "Optimistic" POWs perished.
2. Daily, master the will to prevail. It's about focusing forward.
3. Hope for achieving a future purpose that must inspire past the present circumstances.

In his *Man's Search For Meaning*, Dr. Viktor Frankl echoes these same realizations. He practiced a rigid regimen of visualizing a future positive outcome to protect against becoming lost in his six year reality of Nazi concentration death camps Auschwitz and Dachau. Each night before sleeping he recited a chapter from his thesis – yet to be written, visualizing himself standing in a future amphitheatre teaching these invaluable lessons that had cost him so dearly.

In our world of PTSD, there is a new term. Dr. Feldman defines PTG ("Post-Traumatic Growth") as "The vicissitudes of Fate render all helpless; a few find resilience, and bounce back. Of these, a few bounce forward, refocusing on big goals, and transforming in an unscripted way because they have nothing to lose. These few revolutionize by transforming the worst that could have happened into the best. They find poise, a knowing, that their wildest imaginings are simply doable."

**Only after you've survived do you realize something within has changed, when the blissfully mundane events of inconsequential value pale; its empty makes no sense, and involves no passion.**

- Lee Kravetz, co-author of *Supersurvivors*

Life's blood-stained hurricanes cannot be solved by ignoring their existence. Nor can they be remedied by waiting for external forces to rescue us; it seldom happens that way. Instead, we must fight. And in this fighting realize that where we battle and what we battle for is sacred. Realizing that leaning into the fray instead of freezing or fleeing is the measure of the man.



# FAIL BETTER

## COUNTERINTUITIVE THINKING

Being the Best isn't about ability but responsibility; it's making the best decision available and still being wrong, but not blaming. You cannot be the Best until you've lost.

Would you like me to give you a formula for success?  
It's quite simple. Double your rate of failure.

- Thomas J. Watson, Founder IBM

Ever tried? Ever failed? No matter. Try again. Fail again. Fail better! You won't believe what you can accomplish by attempting the impossible with the courage to repeatedly fail better.

- Samuel Beckett

If things are not failing, you are not innovating enough.

- Elon Musk, CEO / co-founder: Tesla Motors

If everything you do works, then you're not taking many risks and probably aren't innovating either.

- Paul Buchheit, Partner Y-Combinator

Don't worry about failure. You only have to be right once.

- Drew Houston, CEO / co-founder: Dropbox

The entrepreneurs I admire iterate; they pivot. I admire the ones who succeed, and I really admire the ones who have persisted.

- Marc Andreessen, Founder Netscape

The people that thread the line between vision and being able to execute and having this healthy fear of failing that drives them--to be more persistent, to work harder than the next person, that's a magic formula.

- Joe Kraus, Co-founder EXCITE, Google Ventures

If you don't make mistakes, you're not working on hard enough problems.

- Frank Wilczek

Only those who are asleep make no mistakes.

- Ingvar Kamprad, Founder IKEA

No man ever became great except through many and great mistakes.

- W.E. Gladstone, British PM

In the middle of difficulty lies opportunity.

- Albert Einstein

It's not because things are difficult that we dare not venture. It's because we dare not venture that they are difficult.

- Seneca

Courage is going from failure to failure without losing enthusiasm.

- Winston Churchill, British PM

I have learned that success is to be measured not so much by the position that one has reached in life as by the obstacles overcome while trying to succeed.

- Booker T. Washington

Nothing splendid has ever been achieved except by those who dared believe that something inside them was superior to circumstance.

- Bruce Barton

The highest reward for a person's toil is not what they get for it, but what they become by it.

- John Ruskin

I can be changed by what happens to me in life, but I refuse to be reduced by it.

- Maya Angelou

Talent develops in quiet, character in the torrents of the world.

- Johann Wolfgang von Goethe

Losers visualize the penalties of failure; winners visualize the rewards of success.

- Robert Gilbert

The real test comes when all your strength is fled and you must produce victory on grit alone.

- Unknown

What is defeat? Nothing but education; nothing but the first steps to something better.

- Wendell Phillips

Do not pray for easy lives. Pray to be stronger men.

- J.F.K.

*A man is never more a man than when he embraces an adventure beyond his control, or when he walks into a battle he isn't sure of winning.*

- John Eldridge

Courage is almost a contradiction in term. It means a strong desire to live taking the form of a readiness to die. "He that will lose his life, the same shall save it," is not a piece of mysticism for saints and heroes. It is a piece of everyday advice for sailors or mountaineers. It might be printed in an Alpine guide or a drill book. The paradox is the whole principle of courage; even of quite earthly or quite brutal courage. A man cut off by the sea may save his life if he will risk it on the precipice. He can only get away from death by continually stepping within an inch of it. A soldier surrounded by enemies, if he is to cut his way out, needs to combine a strong desire for living with a strange carelessness about dying. He must not merely cling to life, for then he will be a coward, and will not escape. He must not merely wait for death, for then he will be a suicide, and will not be honored. He must seek his life in a spirit of furious indifference to it; he must desire life like water and yet drink death like wine. G. K. Chesterton, *Orthodoxy*

AUT VIAM INVENIAM  
AUT FACIAM  
I will find a way or  
I will make one  
- Hannibal the Great

HOTI TO KRATISTO  
To the Best!  
- Alexander the Great

*Cowards die many times before their deaths, the valiant never taste of death but once.*  
- William Shakespeare

He who dares... wins!  
- British SAS

***The ones who come out on top are the ones who have been trained in the harder school.***

- Thucydides, Athenian general, *History of the Peloponnesian War*

AMNAT CURIAM  
VICTORIUM

-

VICTORY LOVES  
PREPARATION

