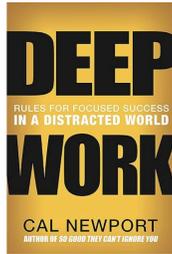


## Your Kindle Notes For:



### **Deep Work: Rules for Focused Success in a Distracted World**

**Cal Newport**

126 Highlight(s) | 0 Note(s)

Location: 63

Deep work is necessary to wring every last drop of value out of your current intellectual capacity.

Location: 96

A 2012 McKinsey study found that the average knowledge worker now spends more than 60 percent of the workweek engaged in electronic communication and Internet searching, with close to 30 percent of a worker's time dedicated to reading and answering e-mail alone.

Location: 114

all of which agree, more or less, that network tools are distracting us from work that requires unbroken concentration, while simultaneously degrading our capacity to remain focused.

Location: 116

We can, I hope, stipulate that network tools negatively impact deep work.

Location: 173

Deep work is not some nostalgic affectation of writers and early-twentieth-century philosophers. It's instead a skill that has great value today.

Location: 177

To remain valuable in our economy, therefore, you must master the art of quickly learning complicated things. This task requires deep work. If you don't cultivate this ability, you're likely to fall behind as technology advances.

Location: 186

But as we shift to an information economy, more and more of our population are knowledge workers, and deep work is becoming a key currency—even if most haven't yet recognized this reality.

Location: 195

The Deep Work Hypothesis: The ability to perform deep work is becoming increasingly rare at exactly the same time it is becoming increasingly valuable in our economy. As a consequence, the few who cultivate this skill, and then make it the core of their working life, will thrive.

Location: 223

More generally, the lack of distraction in my life tones down that background hum of nervous mental energy that seems to increasingly pervade people's daily lives. I'm comfortable being bored, and this can be a surprisingly rewarding skill—especially on a lazy D.C. summer night listening to a Nationals game slowly unfold on the radio.

Location: 226

This book is best described as an attempt to formalize and explain my attraction to depth over shallowness, and to detail the types of strategies that have helped me act on this attraction.

Location: 236

A deep life is a good life.

Location: 297

In other words, talent is not a commodity you can buy in bulk and combine to reach the needed levels: There's a premium to being the best. Therefore, if you're in a marketplace where the consumer has access to all performers, and everyone's q value is clear, the consumer will choose the very best. Even if the talent advantage of the best is small compared to the next rung down on the skill ladder, the superstars still win the bulk of the market.

Location: 322

In this new economy, three groups will have a particular advantage: those who can work well and creatively with intelligent machines, those who are the best at what they do, and those with access to capital.

Location: 334

Two Core Abilities for Thriving in the New Economy  
1. The ability to quickly master hard things.  
2. The ability to produce at an elite level, in terms of both quality and speed.

Location: 361

To summarize these observations more succinctly: If you can't learn, you can't thrive.

Location: 384

In these words, which are echoed in many forms in *The Intellectual Life*, Sertillanges argues that to advance your understanding of your field you must tackle the relevant topics systematically, allowing your "converging rays of attention" to uncover the truth latent in each. In other words, he teaches: To learn requires intense concentration.

Location: 400

what deliberate practice actually requires. Its core components are usually identified as follows: (1) your attention is focused tightly on a specific skill you're trying to improve or an idea you're trying to master; (2) you receive feedback so you can correct your approach to keep your attention exactly where it's most productive.

Location: 405

Ericsson and the other researchers in his field are not interested in why deliberate practice works; they're just identifying it as an effective behavior.

Location: 410

This new science of performance argues that you get better at a skill as you develop more myelin around the relevant neurons, allowing the corresponding circuit to fire more effortlessly and effectively. To be great at something is to be well myelinated.

Blue highlight | Location: 421

To learn hard things quickly, you must focus intensely without distraction. To learn, in other words, is an act of deep work. If you're comfortable going deep, you'll be comfortable mastering the increasingly complex systems and skills needed to thrive in our economy.

Blue highlight | Location: 478

from this and her similar experiments were clear: "People experiencing attention residue after switching tasks are likely to demonstrate poor performance on that next task," and the

Location: 485

the attention residue concept is still telling because it implies that the common habit of working in a state of semi-distraction is potentially devastating to your performance.

Location: 489

Even worse, by seeing messages that you cannot deal with at the moment (which is almost always the case), you'll be forced to turn back to the primary task with a secondary task left unfinished. The attention residue left by such unresolved switches dampens your performance.

Blue highlight | Location: 491

When we step back from these individual observations, we see a clear argument form: To produce at your peak level you need to work for extended periods with full concentration on a single task free from distraction. Put another way, the type of work that optimizes your performance is deep work.

Location: 520

A good chief executive is essentially a hard-to-automate decision engine, not unlike IBM's Jeopardy!-playing Watson system. They have built up a hard-won repository of experience and have honed and proved an instinct for their market. They're then presented inputs throughout the day—in the form of e-mails, meetings, site visits, and the like—that they must process and act on. To ask a CEO to spend four hours thinking deeply about a single problem is a waste of what makes him or her valuable. It's better to hire three smart subordinates to think deeply about the problem and then bring their solutions to the executive for a final decision.

Location: 579

Gloria Mark, a professor of informatics at the University of California, Irvine, is an expert on the science of attention fragmentation. In a well-cited study, Mark and her co-authors observed knowledge workers in real offices and found that an interruption, even if short, delays the total time required to complete a task by a significant fraction. "This was reported by subjects as being very detrimental," she summarized with typical academic understatement.

Location: 595

My objective is to convince you that although our current embrace of distraction is a real phenomenon, it's built on an unstable foundation and can be easily dismissed once you decide to cultivate a deep work ethic.

Location: 610

It turns out to be really difficult to answer a simple question such as: What's the impact of our current e-mail habits on the bottom line?

Location: 676

The Principle of Least Resistance, protected from scrutiny by the metric black hole, supports work cultures that save us from the short-term discomfort of concentration and planning, at the expense of long-term satisfaction and the production of real value.

Location: 697

Clarity about what matters provides clarity about what does not.

Location: 715

Busyness as Proxy for Productivity: In the absence of clear indicators of what it means to be productive and valuable in their jobs, many knowledge workers turn back toward an industrial indicator of productivity: doing lots of stuff in a visible manner.

Location: 726

Knowledge work is not an assembly line, and extracting value from information is an activity that's often at odds with busyness, not supported by it.

Location: 778

Deep work is at a severe disadvantage in a technopoly because it builds on values like quality, craftsmanship, and mastery that are decidedly old-fashioned and nontechnological. Even worse, to support deep work often requires the rejection of much of what is new and high-tech.

Location: 792

Assuming the trends outlined here continue, depth will become increasingly rare and therefore increasingly valuable. Having just established that there's nothing fundamentally flawed about deep work and nothing fundamentally necessary about the distracting behaviors that displace it, you can therefore continue with confidence with the ultimate goal of this book: to systematically develop your personal ability to go deep—and by doing so, reap great rewards.

Location: 833

Depth-destroying behaviors such as immediate e-mail responses and an active social media presence are lauded, while avoidance of these trends generates suspicion. No one would fault Ric Furrer for not using Facebook, but if a knowledge worker makes this same decision, then he's labeled an eccentric (as I've learned from personal experience).

Location: 860

As Gallagher summarizes: "Who you are, what you think, feel, and do, what you love—is the sum of what you focus on."

Location: 873

they were instead happier because they had rewired their brains to ignore the negative and savor the positive. By skillfully managing their attention, they improved their world without changing anything concrete about it.

Location: 909

A workday driven by the shallow, from a neurological perspective, is likely to be a draining and upsetting day, even if most of the shallow things that capture your attention seem harmless or fun.

Location: 911

The implication of these findings is clear. In work (and especially knowledge work), to increase the time you spend in a state of depth is to leverage the complex machinery of the human brain in a way that for several different neurological reasons maximizes the meaning and satisfaction you'll associate with your working life.

Location: 937

When measured empirically, people were happier at work and less happy relaxing than they suspected. And as the ESM studies confirmed, the more such flow experiences that occur in a given week, the higher the subject's life satisfaction.

Location: 939

Human beings, it seems, are at their best when immersed deeply in something challenging.

Location: 946

The connection between deep work and flow should be clear: Deep work is an activity well suited to generate a flow state (the phrases used by Csikszentmihalyi to describe what generates flow include notions of stretching your mind to its limits, concentrating, and losing yourself in an activity—all of which also describe deep work). And as we just learned, flow generates happiness.

Blue highlight | Location: 948

Combining these two ideas we get a powerful argument from psychology in favor of depth. Decades of research stemming from Csikszentmihalyi's original ESM experiments validate that the act of going deep orders the consciousness in a way that makes life worthwhile.

Location: 953

This, ultimately, is the lesson to come away with from our brief foray into the world of experimental psychology: To build your working life around the experience of flow produced by deep work is a proven path to deep satisfaction.

Location: 978

As Dreyfus and Kelly explain, such sacredness is common to craftsmanship. The task of a craftsman, they conclude, “is not to generate meaning, but rather to cultivate in himself the skill of discerning the meanings that are already there.”

Location: 988

There’s nothing intrinsic about the manual trades when it comes to generating this particular source of meaning. Any pursuit—be it physical or cognitive—that supports high levels of skill can also generate a sense of sacredness.

Location: 1,011

The meaning uncovered by such efforts is due to the skill and appreciation inherent in craftsmanship—not the outcomes of their work. Put another way, a wooden wheel is not noble, but its shaping can be. The same applies to knowledge work. You don’t need a rarified job; you need instead a rarified approach to your work.

Location: 1,019

The first two chapters of Part 1 were pragmatic. They argued that deep work is becoming increasingly valuable in our economy at the same time that it also is becoming increasingly rare (for somewhat arbitrary reasons). This represents a classic market mismatch: If you cultivate this skill, you’ll thrive professionally.

Location: 1,065

As a reader of this book, in other words, you’re a disciple of depth in a shallow world.

Location: 1,091

You have a finite amount of willpower that becomes depleted as you use it.

Location: 1,118

(As argued in this rule’s introduction, attempting to schedule deep work in an ad hoc fashion is not an effective way to manage your limited willpower.)

Location: 1,119

You must be careful to choose a philosophy that fits your specific circumstances, as a mismatch here can derail your deep work habit before it has a chance to solidify.

Location: 1,180

Jung’s approach is what I call the bimodal philosophy of deep work. This philosophy asks that you divide your time, dedicating some clearly defined stretches to deep pursuits and leaving the rest open to everything else.

Location: 1,187

This is why the minimum unit of time for deep work in this philosophy tends to be at least one full day. To put aside a few hours in the morning, for example, is too short to count as a deep work stretch for an adherent of this approach.

Location: 1,197

His 2013 bestseller, *Give and Take*, promotes the practice of giving of your time and attention, without expectation of something in return, as a key strategy in professional advancement.

Location: 1,198

Those who deploy the bimodal philosophy of deep work admire the productivity of the monastics but also respect the value they receive from the shallow behaviors in their working lives. Perhaps the biggest obstacle to implementing this philosophy is that even short periods of deep work require a flexibility that many fear they lack in their current positions.

Location: 1,218

The goal, in other words, is to generate a rhythm for this work that removes the need for you to invest energy in deciding if and when you're going to go deep. The chain method is a good example of the rhythmic philosophy of deep work scheduling because it combines a simple scheduling heuristic (do the work every day), with an easy way to remind yourself to do the work: the big red Xs on the calendar.

Location: 1,242

By supporting deep work with rock-solid routines that make sure a little bit gets done on a regular basis, the rhythmic scheduler will often log a larger total number of deep hours per year.

Location: 1,269

I call this approach, in which you fit deep work wherever you can into your schedule, the journalist philosophy.

Location: 1,272

This approach is not for the deep work novice.

Location: 1,293

An often-overlooked observation about those who use their minds to create valuable things is that they're rarely haphazard in their work habits.

Location: 1,304

There is a popular notion that artists work from inspiration—that there is some strike or bolt or bubbling up of creative mojo from who knows where... but I hope [my work] makes clear that waiting for inspiration to strike is a terrible, terrible plan. In fact, perhaps the single best piece of advice I can offer to anyone trying to do creative work is to ignore inspiration.

Location: 1,307

“[Great creative minds] think like artists but work like accountants.”

Blue highlight | Location: 1,314

There’s no one correct deep work ritual—the right fit depends on both the person and the type of project pursued. But there are some general questions that any effective ritual must address:

Blue highlight | Location: 1,316

Where you’ll work and for how long.

Blue highlight | Location: 1,321

How you’ll work once you start to work.

Blue highlight | Location: 1,325

How you’ll support your work.

Location: 1,446

This combination of soundproofed offices connected to large common areas yields a hub-and-spoke architecture of innovation in which both serendipitous encounter and isolated deep thinking are supported. It’s a setup that straddles a spectrum where on one extreme we find the solo thinker, isolated from inspiration but free from distraction, and on the other extreme, we find the fully collaborative thinker in an open office, flush with inspiration but struggling to support the deep thinking needed to build on it.\*

Location: 1,455

The key is to maintain both in a hub-and-spoke-style arrangement: Expose yourself to ideas in hubs on a regular basis, but maintain a spoke in which to work deeply on what you encounter.

Location: 1,506

As the authors of *The 4 Disciplines of Execution* explain, “The more you try to do, the less you actually accomplish.”

Location: 1,512

In a 2014 column titled “The Art of Focus,” David Brooks endorsed this approach of letting ambitious goals drive focused behavior, explaining: “If you want to win the war for attention, don’t try to say ‘no’ to the trivial distractions you find on the information smorgasbord; try to say ‘yes’ to the subject that arouses a terrifying longing, and let the terrifying longing crowd out everything else.”

Location: 1,525

lead measures turn your attention to improving the behaviors you directly control in the near future that will then have a positive impact on your long-term goals.

Location: 1,542

To maximize the motivation generated by this scoreboard, whenever I reached an important milestone in an academic paper (e.g., solving a key proof), I would circle the tally mark corresponding to the hour where I finished the result.

Location: 1,557

The 4DX framework is based on the fundamental premise that execution is more difficult than strategizing. After hundreds and hundreds of case studies, its inventors managed to isolate a few basic disciplines that seem to work particularly well in conquering this difficulty. It’s no surprise, therefore, that these same disciplines can have a similar effect on your personal goal of cultivating a deep work habit.

Location: 1,581

For the most part, the more time you can spend immersed in shallow work the more of it that gets accomplished.

Location: 1,604

unconscious thought theory (UTT)—an attempt to understand the different roles conscious and unconscious deliberation play in decision making.

Location: 1,618

One group was asked to take a walk on a wooded path in an arboretum near the Ann Arbor, Michigan, campus where the study was conducted. The other group was sent on a walk through the bustling center of the city. Both groups were then given a concentration-sapping task called backward digit-span. The core finding of the study is that the nature group performed up to 20 percent better on the task. The nature advantage still held the next week when the researchers brought back the same subjects and switched the locations: It wasn’t the people who determined performance, but whether or not they got a chance to prepare by walking through the woods.

Blue highlight | Location: 1,623

that validate attention restoration theory (ART), which claims that spending time in nature can improve your ability to concentrate.

Location: 1,623

This theory, which was first proposed in the 1980s

Location: 1,625

is based on the concept of attention fatigue. To concentrate requires what ART calls directed attention. This resource is finite: If you exhaust it, you'll struggle to concentrate.

Location: 1,637

But in a sadistic twist, the researchers debunked that hypothesis by repeating the experiment in the harsh Ann Arbor winter. Walking outside in brutal cold conditions didn't put the subjects in a good mood, but they still ended up doing better on concentration tasks.)

Location: 1,675

The process should be an algorithm: a series of steps you always conduct, one after another. When you're done, have a set phrase you say that indicates completion (to end my own ritual, I say, "Shutdown complete"). This final step sounds cheesy, but it provides a simple cue to your mind that it's safe to release work-related thoughts for the rest of the day.

Location: 1,702

Shutdown rituals can become annoying, as they add an extra ten to fifteen minutes to the end of your workday (and sometimes even more), but they're necessary for reaping the rewards of systematic idleness summarized previously.

Location: 1,735

The ability to concentrate intensely is a skill that must be trained. This idea might sound obvious once it's pointed out, but it represents a departure from how most people understand such matters.

Location: 1,740

The creative insights that Adam Marlin now experiences in his professional life, in other words, have little to do with a onetime decision to think deeper, and much to do with a commitment to training this ability early every morning.

Location: 1,746

Among other insights, Nass's research revealed that constant attention switching online has a lasting negative effect on your brain.

Location: 1,766

Don't Take Breaks from Distraction. Instead Take Breaks from Focus.

Pink highlight | Location: 1,790

The idea motivating this strategy is that the use of a distracting service does not, by itself, reduce your brain's ability to focus. It's instead the constant switching from low-stimuli/high-value activities to high-stimuli/low-value activities, at the slightest hint of boredom or cognitive challenge, that teaches your mind to never tolerate an absence of novelty. This constant switching can be understood analogously as weakening the mental muscles responsible for organizing the many sources vying for your attention.

Location: 1,801

The total number or duration of your Internet blocks doesn't matter nearly as much as making sure that the integrity of your offline blocks remains intact.

Location: 1,834

To simply wait and be bored has become a novel experience in modern life, but from the perspective of concentration training, it's incredibly valuable.

Location: 1,871

Deep work requires levels of concentration well beyond where most knowledge workers are comfortable. Roosevelt dashes leverage artificial deadlines to help you systematically increase the level you can regularly achieve—providing, in some sense, interval training for the attention centers of your brain.

Location: 1,888

The goal of productive meditation is to take a period in which you're occupied physically but not mentally—walking, jogging, driving, showering—and focus your attention on a single well-defined professional problem.

Location: 1,930

This cycle of reviewing and storing variables, identifying and tackling the next-step question, then consolidating your gains is like an intense workout routine for your concentration ability. It will help you get more out of your productive meditation sessions and accelerate the pace at which you improve your ability to go deep.

Location: 1,997

The key to this strategy is not the specifics, but instead the motivating idea that your ability to concentrate is only as strong as your commitment to train it.

Location: 2,018

Willpower is limited, and therefore the more enticing tools you have pulling at your attention, the harder it'll be to maintain focus on something important.

Location: 2,031

This rule attempts to break us out of this rut by proposing a third option: accepting that these tools are not inherently evil, and that some of them might be quite vital to your success and happiness, but at the same time also accepting that the threshold for allowing a site regular access to your time and attention (not to mention personal data) should be much more stringent, and that most people should therefore be using many fewer such tools.

Location: 2,070

you'll soon realize that network tools are not exceptional; they're tools, no different from a blacksmith's hammer or an artist's brush, used by skilled laborers to do their jobs better (and occasionally to enhance their leisure). Throughout history, skilled laborers have applied sophistication and skepticism to their encounters with new tools and their decisions about whether to adopt them. There's no reason why knowledge workers cannot do the same when it comes to the Internet—the fact that the skilled labor here now involves digital bits doesn't change this reality.

Location: 2,114

The Craftsman Approach to Tool Selection: Identify the core factors that determine success and happiness in your professional and personal life. Adopt a tool only if its positive impacts on these factors substantially outweigh its negative impacts.

Location: 2,165

For each such tool, go through the key activities you identified and ask whether the use of the tool has a substantially positive impact, a substantially negative impact, or little impact on your regular and successful participation in the activity. Now comes the important decision: Keep using this tool only if you concluded that it has substantial positive impacts and that these outweigh the negative impacts.

Location: 2,184

In other words, the question is not whether Twitter has some conceivable benefit to Lewis; it's instead whether Twitter use significantly and positively affects the most important activities in his professional life.

Location: 2,239

This argument, however, misses the key point that all activities, regardless of their importance, consume your same limited store of time and attention. If you service low-impact activities, therefore, you're taking away time you could be spending on higher-impact activities. It's a zero-sum game. And because your time returns substantially more rewards when invested in high-impact activities than when invested in low-impact activities, the more of it you shift to the latter, the lower your overall benefit.

Location: 2,263

Nicodemus's packing party provided him with definitive evidence that most of his stuff was not something he needed, and it therefore supported his quest to simplify.

Location: 2,277

This strategy picks specifically on social media because among the different network tools that can claim your time and attention, these services, if used without limit, can be particularly devastating to your quest to work deeper.

Location: 2,301

Part of what fueled social media's rapid ascent, I contend, is its ability to short-circuit this connection between the hard work of producing real value and the positive reward of having people pay attention to you. It has instead replaced this timeless capitalist exchange with a shallow collectivist alternative: I'll pay attention to what you say if you pay attention to what I say—regardless of its value.

Location: 2,314

But for most, I suspect, the net result of this experiment, if not a massive overhaul in your Internet habits, will be a more grounded view of the role social media plays in your daily existence.

Location: 2,316

services aren't necessarily, as advertised, the lifeblood of our modern connected world. They're just products, developed by private companies, funded lavishly, marketed carefully, and designed ultimately to capture then sell your personal information and attention to advertisers. They can be fun, but in the scheme of your life and what you want to accomplish, they're a lightweight whimsy, one unimportant distraction among many threatening to derail you from something deeper.

Blue highlight | Location: 2,320

Don't Use the Internet to Entertain Yourself

Location: 2,343

But the logical foundation of his proposal, that you both should and can make deliberate use of your time outside work, remains relevant today—especially with respect to the goal of this rule, which is to reduce the impact of network tools on your ability to perform deep work.

Location: 2,364

It's crucial, therefore, that you figure out in advance what you're going to do with your evenings and weekends before they begin. Structured hobbies provide good fodder for these hours, as they generate specific actions with specific goals to fill your time.

Location: 2,449

To summarize, I'm asking you to treat shallow work with suspicion because its damage is often vastly underestimated and its importance vastly overestimated. This type of work is inevitable, but you must keep it confined to a point where it doesn't impede your ability to take full advantage of the deeper efforts that ultimately determine your impact.

Location: 2,465

These examples underscore an important point: We spend much of our day on autopilot—not giving much thought to what we're doing with our time. This is a problem. It's difficult to prevent the trivial from creeping into every corner of your schedule if you don't face, without flinching, your current balance between deep and shallow work, and then adopt the habit of pausing before action and asking, "What makes the most sense right now?"

Location: 2,513

Joseph's critique is driven by the mistaken idea that the goal of a schedule is to force your behavior into a rigid plan. This type of scheduling, however, isn't about constraint—it's instead about thoughtfulness. It's a simple habit that forces you to continually take a moment throughout your day and ask: "What makes sense for me to do with the time that remains?" It's the habit of asking that returns results, not your unyielding fidelity to the answer.

Location: 2,533

Shallow Work: Noncognitively demanding, logistical-style tasks, often performed while distracted. These efforts tend not to create much new value in the world and are easy to replicate.

Location: 2,543

To do so, it asks that you evaluate activities by asking a simple (but surprisingly illuminating) question: How long would it take (in months) to train a smart recent college graduate with no specialized training in my field to complete this task?

Location: 2,604

Because, of course, in the end, a business's goal is to generate value, not to make sure its employees' lives are as easy as possible.

Location: 2,623

I call this commitment fixed-schedule productivity, as I fix the firm goal of not working past a certain time, then work backward to find productivity strategies that allow me to satisfy this declaration.

Location: 2,659

I, too, am incredibly cautious about my use of the most dangerous word in one's productivity vocabulary: "yes." It takes a lot to convince me to agree to something that yields shallow work.

Location: 2,754

The notion that all messages, regardless of purpose or sender, arrive in the same undifferentiated inbox, and that there's an expectation that every message deserves a (timely) response, is absurdly unproductive.

Location: 2,772

before replying and take the time to answer the following key prompt: What is the project represented by this message, and what is the most efficient (in terms of messages generated) process for bringing this project to a successful conclusion? Once you've answered this question for yourself, replace a quick response with one that takes the time to describe the process you identified, points out the current step, and emphasizes the step that comes next. I call this the process-centric approach to e-mail,

Location: 2,807

Less mental clutter means more mental resources available for deep thinking.

Location: 2,819

Over time, I learned the philosophy driving this behavior: When it comes to e-mail, they believed, it's the sender's responsibility to convince the receiver that a reply is worthwhile. If you didn't make a convincing case and sufficiently minimize the effort required by the professor to respond, you didn't get a response.

Location: 2,822

would likely not generate a reply with many of the famous names at the Institute: Hi professor. I'd love to stop by sometime to talk about <topic X>. Are you available? Responding to this message requires too much work ("Are you available?" is too vague to be answered quickly).

Also, there's no attempt to argue that this chat is worth the professor's time. With these critiques in mind, here's a version of the same message that would be more likely to generate a reply: Hi professor. I'm working on a project similar to <topic X> with my advisor, <professor Y>. Is it okay if I stop by in the last fifteen minutes of your office hours on Thursday to explain what we're up to in more detail and see if it might complement your current project? Unlike the first message, this one makes a clear case for why this meeting makes sense and minimizes the effort needed from the receiver to respond.

Location: 2,832

Professorial E-mail Sorting: Do not reply to an e-mail message if any of the following applies: • It's ambiguous or otherwise makes it hard for you to generate a reasonable response. • It's not a question or proposal that interests you. • Nothing really good would happen if you did respond and nothing really bad would happen if you didn't.

Location: 2,842

It should comfort you to realize that, as the professors at MIT discovered, people are quick to adjust their expectations to the specifics of your communication habits.

Location: 2,865

As I emphasized in this book's introduction, I have no interest in this debate. A commitment to deep work is not a moral stance and it's not a philosophical statement—it is instead a pragmatic recognition that the ability to concentrate is a skill that gets valuable things done. Deep work is important, in other words, not because distraction is evil, but because it enabled Bill Gates to start a billion-dollar industry in less than a semester.

Location: 3,347

March 23, 2014,

<http://calnewport.com/blog/2014/03/23/deep-habits-should-you-track-hours-or-milestones/>.