

① Lead
② abstineth

Mass matters.

- 万事开头难
- Gospel X
- David & Goliath

Beliefs → Habits

Hinder Dichotomy Help

blind to

strong & flexible



~~opportunities~~

dismiss New
info & ideas



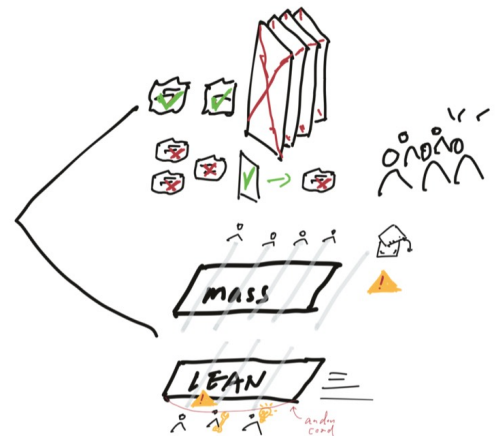
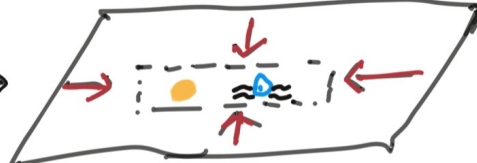
勿忘初心
与时俱进



VISCOSITY



Environmental Impediment



Jimmy 21:00
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阿拉伯土著 21:00
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Sicy 21:09
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Sicy 20:45
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David and Goliath
Sicy 20:45
dexterous
jing 20:46
sparingly
阿拉伯土著 20:4
sparingly
Sicy 20:47
drop-dead gorgeous

alas
王莎 20:38
lamenting
May 20:38
long haul
Jimmy 20:38
有远见的
jing 20:39
visionary
Sicy 20:41
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阿拉伯土著 20:41
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聊天记录
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Jimmy 20:31
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May 20:31
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an incentive angle
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阿拉伯土著 20:36
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stagnant
王莎 20:21
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stagnant
王莎 20:22
hang around
jing 20:22
hang around
Sicy 20:23
better the devil you know
剪影 20:23

supposed to pay him and how was I supposed to know that my son was alive.

After we'd been doing that for three minutes, Gabriella Blum interjected.

"Don't let him do that to you," she said to Mnookin.

"Well, *you* try," he said, throwing up his hands.

Blum dove in. She was tougher from her years in the Middle East. But she was still doing the bulldozer angle, and all she got were my same questions.

lens

By the time I'd finished my winter course at Harvard, I'd actually become friends with some of my fellow students. Even with Andy.

If my time at Harvard showed me anything, it was that we at the FBI had a lot to teach the world about negotiating.

In my short stay I realized that without a deep understanding of human psychology, without the acceptance that we are all crazy, irrational, impulsive, emotionally driven animals, all the raw intelligence and mathematical logic in the world is little help in the fraught, shifting interplay of two people negotiating.

Chapter 5 teaches the flip side of *Getting to Yes*. You'll learn why it's vitally important to get to "No" because "No" starts the negotiation. You'll also discover how to step out of your ego and negotiate in your counterpart's world, the only way to achieve an agreement the other side will implement. Finally, you'll see how to engage your counterpart by acknowledging their right to choose, and you'll learn an email technique that ensures that you'll never be ignored again.

ASSUMPTIONS BLIND, HYPOTHESES GUIDE

Good negotiators, going in, know they have to be ready for possible surprises; great negotiators aim to use their skills to reveal the surprises they are certain exist.

Experience will have taught them that they are best served by holding multiple hypotheses—about the situation, about the counterpart's wants, about a whole array of variables—in their mind at the same time. Present and alert in the moment, they use all the new information that comes their way to test and ~~winnow~~ true hypotheses from false ones.

In negotiation, each new psychological insight or additional piece of information revealed heralds a step forward and allows one to discard one hypothesis in favor of another. You should engage the process with a mindset of discovery. Your goal at the outset is to extract and observe as much information as possible. Which, by the

There are three voice tones available to negotiators:

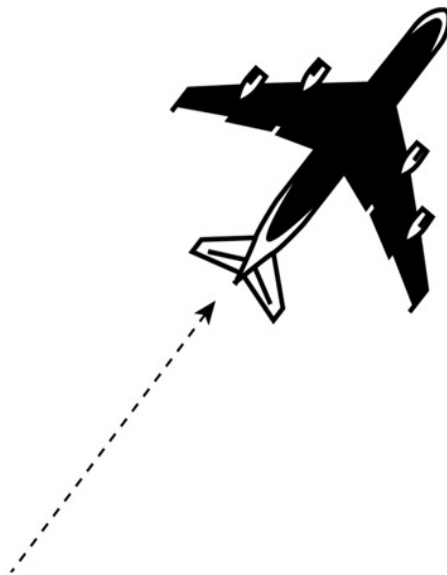
1. The late-night FM DJ voice: Use selectively to make a point. Inflect your voice downward, keeping it calm and slow. When done properly, you create an aura of authority and trustworthiness without triggering defensiveness.
2. The positive/playful voice: Should be your default voice. It's the voice of an easygoing, good-natured person. Your attitude is light and encouraging. The key here is to relax and smile while you're talking.
3. The direct or assertive voice: Used rarely. Will cause problems and create pushback.

With that in mind, I encourage you to take the risk of sprinkling these in every conversation you have. I promise you that they will feel awkward and artificial at first, but keep at it. Learning to walk felt awfully strange, too.

As you internalize these techniques, turning the artifice of tactical empathy into a habit and then into an integral part of your personality, keep in mind these lessons from the chapter you've just read:

Physics

Velocity



—
Direction over speed.

Velocity

→ Velocity is often confused with speed, but the two concepts are very different. Speed is just movement; even if you are running in place, you have speed. Velocity has direction. You must go somewhere in order to have velocity. This model teaches us that it's much more important to pay attention to where you are going and not how fast you are moving. No one wants to be a hamster in a wheel, focused on moving so fast that we lose track of what we're trying to achieve. While speed ensures movement, velocity produces a result.

The concept that underpins using velocity as a model is displacement in a direction. If we take a step forward, we have velocity. If we run in place, we just have speed. Thus, our progress in a given area is not about how fast we are moving now but is best measured by how far we've moved relative to where we started. To get to a goal, we cannot just focus on being fast, but need to be aware of the direction we want to go.

We calculate velocity by dividing the change in distance by the change in time. Something has a constant velocity if it is moving at a consistent speed in a straight line without changing direction. Usually a constant velocity in the right direction is the most effective strategy to get where you want to go. Too many changes in direction and you can end up going in circles.

—Sidebar: Kinetic and Potential Energy

« If a man does not know to what port he is steering, no wind is favorable to him. »

Seneca¹

Kinetic and Potential Energy

Picture yourself throwing a ball up into the air then watching it fall back to the ground. Its flight involves two types of energy: kinetic and potential.

As the ball flies through the air, it has kinetic energy. This energy is the energy from motion. This comes from the energy you transferred when you pushed it with your hand, thereby exerting an unbalanced force upon it. When the ball falls, it transfers the kinetic energy to the ground. Kinetic energy is a function of velocity.

When the ball is up in the air, it has the potential energy of its position. This energy is considered stored and exists as a result of the force, gravity, that pushes against it toward the ground. The higher it is, the greater the potential energy. Potential energy may be gravitational or elastic—either due to an object being raised or stretched.

The kinetic energy of an object is relative to what the other objects are doing in the environment. The ball will have more kinetic energy relative to your friend sitting in a lawn chair watching you throw it but will have almost none relative to the dog that is chasing after it.

Potential energy, on the other hand, is completely independent of the movement of other objects in the environment. When you throw that ball in the air, you can calculate the potential energy regardless of how fast or slow anything else around you is moving.

Faster to the goal

Napoleon^{*} became famous for his emphasis on speed toward a goal in the context of his military campaigns. “The strength of the army’, he stated, ‘like power in mechanics, is the product of multiplying the mass by the velocity.’”² His desire to move faster in his planned direction helped him win many battles and changed how enemies were able to respond. His rewriting of battle tactics to achieve velocity ultimately influenced military strategy. This speed was literal—he moved his troops at an unprecedented pace. But the speed was toward a goal. Faster troop movement was a part of his overall strategy.

We can understand how his ability to move his troops faster contributed to his successes when we look at his Italian campaign, which was early in his career and exemplified the velocity-based approach which continued throughout his life. As Adam Zamoyski explains in *Napoleon: A Life*, when he was just 26, Napoleon led a campaign in Italy against the Austrians. It was his first as the commander-in-chief of an army and was actually his first independent command in the field. He went into the Italian campaign as an unknown quantity in the French Republic and came out as a celebrated leader and defender of France. He achieved this by employing new and unexpected tactics, many inspired by the principle of velocity.

Napoleon made velocity one of his core principles of battle. In Italy, his army was not the strongest nor the best trained, and thus superior movement was a battle tactic. “Bonaparte needed to keep up the momentum so that neither of his opponents had time to

strike back.”³ The effects of investing in velocity weakened the enemy by not giving them time to adjust. Moving fast toward his objectives actually obviated potential obstacles, because the Austrians didn’t have time to put any up.

The pace of his troops was unprecedented at the time. Even barefoot or poorly clothed, they would move fast. There are records of one division covering 80 km in 36 hours. Another stretch of four days saw his troops fight three battles and cover 90 km. In *Napoleon: A Life*, Andrew Roberts writes: “The sheer tempo of the operations ensured that he always kept the initiative, bowling unstoppably along a narrow valley gorge replete with places where the Austrians should have been able to slow or halt him.”⁴

Part of what allowed him to move fast while on this campaign was “a profound study of the history and geography of Italy before he ever set foot there [and] his willingness to experiment with other’s ideas.”⁵ He developed expertise of the territory which gave him flexibility, and he chose his path so as to maintain as constant a velocity as possible.

In order to move with velocity, Napoleon also needed to get others to move at the same pace. He was very involved in the lives and welfare of his troops, partly to inspire them to push themselves to meet the tempo he wanted to move at. He employed various tactics to achieve this. First, “his treatment of the troops under his command had been designed from the start not only to make them more effective as fighting men, but also to turn them into *his* men.”⁶ By “giving them victory and talking to the men as equals,”⁷ he boosted their self-esteem by making them feel they were achieving what other men and armies could not. They admired Napoleon and

completely bought into his vision. Velocity became a group goal. They all wanted to move quickly, seeing it as integral to victory.

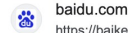
Second, he issued clear and simple instructions. Not only did he come up with brilliant battlefield strategy, but he seemed to instinctively understand that in order for a strategy to work, it must be communicated in a way that could be understood and executed. The more time people spend decoding complex instructions, the slower they will move in the direction you need them to go. And since strategy can often get lost in movement and in the complexity of battle, he knew that clear communication would encourage velocity.

In trying to increase your velocity, it's important to recognize and account for the factors that can limit it. For Napoleon, there were limitations on how fast he could move. Some within his control, such as camp followers, of which he seriously reduced the number, and others outside his control, such as weather. But part of the reason he could move faster was that the existence and condition of roads had improved during the previous century.

His tempo also depended on supply requirements keeping pace. But where he could jettison baggage or weight, he did. His troops "didn't sleep in tents at night because the armies marched so rapidly they could not have carted with them all the requisite baggage."⁸ Frequently his "army had advanced so far that it was running out of supplies."⁹ Thus, "one of the reasons he maintained such a fluid campaign was that he had no resources for anything else."¹⁰

Our understanding of velocity is incomplete if we don't understand what it is not. For Napoleon, increasing the pace of

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丢盔弃甲

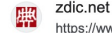
丢盔弃甲，汉语成语，拼音是diū kuī qì jiǎ，意思是跑得连盔甲都丢了；形容打败仗后逃跑的狼狈相。出自《孟子·梁惠王上》。

Missing: jettison armors

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弃甲丢盔

弃甲丢盔，汉语成语，拼音为qì jiǎ diū kuī，意思是形容打了败仗狼狈逃走的样子。出自《孟子·梁惠王上》。



zdic.net

<https://www.zdic.net/hans/丢盔弃甲> · [Translate this page](#)

丢盔弃甲词语解释

丢盔弃甲。【解释】盔、甲：头盔和铠甲。跑得连盔甲都丢了。形容打败仗后逃跑的狼狈相。【出处】《孟子·梁惠王上》：“填然鼓之，兵刃既接，弃甲曳兵而走，或百步而后 ...

Missing: jettison armors



I need to pick your brains. What do you make of "jettison helmets and discard amors" as an English equivalent of "丢盔弃甲".



The phrase "丢盔弃甲" in Chinese literally translates to "jettison helmets and discard armor."



It is an idiomatic expression that originated from an ancient Chinese military strategy book called "The Art of War" by Sun Tzu. The phrase implies abandoning defensive measures and entering a battle without protection, emphasizing a bold and daring approach.

As for an English equivalent, "jettison helmets and discard armor" is a literal translation that captures the essence of the original Chinese phrase. However, it may sound somewhat archaic or poetic in English, as the use of "helmets" and "armor" is more associated with medieval warfare.

To convey a similar meaning in a more idiomatic and contemporary English phrase, you could consider using expressions like "throw caution to the wind" or "cast aside all defenses." These phrases imply taking risks, disregarding safety measures, and embracing a fearless or audacious attitude.



how is the usage of jettison in this case?



The usage of "jettison" in the phrase "jettison helmets and discard armor" is technically correct, as "jettison" means to throw or drop something from a moving object, typically to lighten the load or remove a burden. However, in this context, it may not be the most commonly used or idiomatic word choice in English.

While "jettison" accurately conveys the idea of getting rid of something, it is more commonly associated with discarding or abandoning objects in a maritime or aerospace context. It is often used to describe the act of throwing cargo overboard from a ship or ejecting unnecessary weight from an aircraft.

In the context of warfare or battle, where "丢盔弃甲" is typically used, a more commonly used verb in English would be "discard" or "cast aside." These words more directly convey the idea of deliberately getting rid of helmets and armor, emphasizing the act of abandoning or leaving behind defensive measures.

So, while "jettison is not necessarily incorrect in this case, using "discard helmets and armor" or "cast aside helmets and armor" would likely be more commonly understood and idiomatic in English.

engagement to improve his velocity worked numerous times in many of his campaigns, but it proved to have limits. Direction at all costs actually undermined his ability to achieve military success in some cases. Napoleon's impatience during one battle of the Italian campaign, at Cosseria, "cost the French at least 600 and possibly as many as 1000 casualties."¹¹ And nowhere was the limitation of emphasis on velocity more evident than his foray into Russia in 1812.

The distance from Paris to Moscow is about 2,490km. This is over twice the distance from Paris to Rome or Paris to Vienna. It was further than Napoleon had ever gone in a military campaign by far, and one he embarked on with one of the largest armies the world had seen. He employed his usual tactics to accomplish his goal of taking Moscow which was understandable for two reasons. One, they had worked before. Two, the maintenance of such a large force so far from home was both exceptionally costly and difficult. The campaign also needed a quick resolution because they did not have the supplies and necessary infrastructure for a long campaign through many months of a Russian winter.

However, one of the complexities of velocity is that, because direction is paramount, size sometimes compromises our velocity. If we have to adjust our direction, the bigger we are, the harder this is to do.

For Napoleon on his way to Moscow, the tactics of speed ultimately undermined his velocity. Because he gave up so much in order to go fast, he didn't have the resources to adjust when the route to Russia became treacherous for both his army and his objectives. Writing about the campaign, Clausewitz notes that

Napoleon lost one-third of his army before Smolensk, and another third before Moscow.¹² Disease, starvation, and thirst all culled the ranks of both the soldiers and the horses. And that was just on the way there.

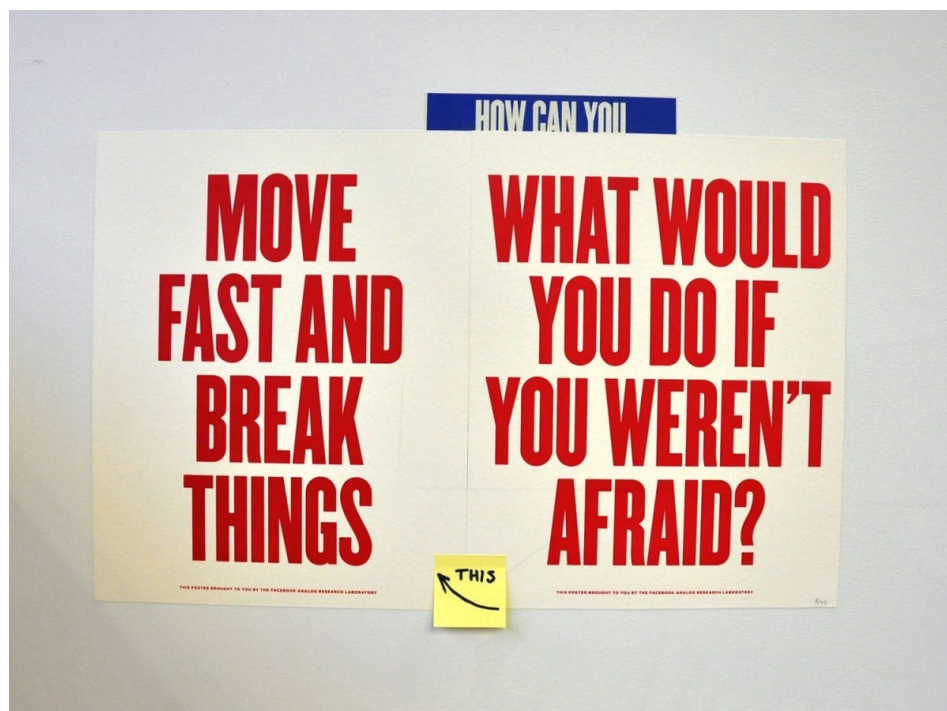
Napoleon got to Moscow, but with 90,000 men instead of the at least 400,000 he started with. Clausewitz suggests that “with more precaution and better regulations as to subsistence, with more careful consideration of the direction of his marches, which would have prevented the unnecessary and enormous accumulation of masses on one and the same road, he would have ^{x2}obviated the starvation which attended his advance from its outset and have preserved his army in a more effective condition.”¹³



The goal was not to reach Moscow. The goal was to occupy Russia and force them into agreement of French superiority. And here Napoleon failed. He did not have the manpower to follow the Russians farther into their territory, and he had no plans to attend to his army in retreat. He lost thousands more on the horrific journey trying to get back home.

In this sense, Napoleon's planning was inadequate, which resulted in much speed but in little real territory covered. He was unable to adjust and adapt to the conditions he encountered and the evolving Russian strategy. Going back to the starting line is never fun. It's even less fun when you end up with less than you started with the last time. Despite covering so many kilometers, Napoleon ended up back where he started only with fewer troops and a reputational hit. If anything, this increased his velocity in another direction, toward the day when France no longer respected or wanted his leadership.





Move fast and break things



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Harvard Business Review

<https://hbr.org/2019/01/the-era-of-move-fast-and-...>

The Era of "Move Fast and Break Things" Is Over

Jan 22, 2562 BE — Many of today's entrepreneurs live by Facebook founder Mark Zuckerberg's now-famous motto: "**Move fast and break things**."

People also ask :

What is the move fast and break things approach?



Who invented move fast and break things?



What did the Xkcd 1428 mean?



Many of today's entrepreneurs live by Facebook founder Mark Zuckerberg's now-famous motto: "Move fast and break things." Zuckerberg intended for this to inform internal design and management processes, but it aptly captures how entrepreneurs regard disruption: more is always better. We raced to put our products into consumers' hands as fast as possible, without regard for the merit of—and rationale for—offline systems of governance. This is increasingly untenable.

In short, the "move fast and break things" era is over. "Minimum viable products" must be replaced by "minimum virtuous products"—new offerings that test for the effect on stakeholders and build in guards against potential harms.

In your own life, if you think of the ground you need to cover to achieve your goal, the speed at which you move in that direction is not the only factor, because time is not the only component of success. When someone says they'd like to be debt free by 40, they can increase the speed in that direction by making certain financial choices. There are, however, certain implications. They probably want to be debt free while maintaining their important relationships, not committing any crimes, and being healthy enough at the end to enjoy it. Figuring out how to improve your velocity must take into account the full scope of what you want arrival at your destination to look like. Better go the right direction slowly than the wrong direction with speed.

Dictionary

Definitions from [Oxford Languages](#) · [Learn more](#)



scope

verb

gerund or present participle: **scoping**

1. assess or investigate (something).
"they'd scoped out their market"
2. **INFORMAL • NORTH AMERICAN**
look at carefully; scan.
"they watched him scoping the room, looking for Michael"

size up



Eye on the prize

A snapshot of the career decisions of Mae West ^{*}s another lesson in direction over speed.

Early in her career, West realized that she needed more control over what she was appearing in if she wanted to achieve the success she desired. So she put effort into the other components of a production beyond acting. “The transition from struggling performer to creator, producer, and star of her own scripts came slowly, and required a major mobilization; getting there took concentrated energy, belief in her own abilities, sweat, and well-worked connections.” ¹⁴

West seemed to be totally devoted to her goals. She turned down scripts she thought were a step backward or portrayed women in a way that didn’t complement the image she was creating. She reworked her roles until they were completely her own, until they couldn’t have been played by anyone other than Mae West:

She went out very little. In the classic age of the speakeasy, a place she made much use of in her stage material, she was hardly ever reported to be in one or photographed there. She figured rarely in the gossip columns except for obvious publicity purposes. She did not frequent nightclubs or premieres, except her own. The reason seems to be that when not on stage, she was working. West was a writer. ¹⁵

West wrote, co-wrote, or significantly modified almost everything she appeared in. She came up with the classic one-liners for which she is still famous—like “Goodness had nothing to do with it, dearie,” and “When caught between two evils I generally like to take the one I never tried before.”

Starting on the stage, then moving into film, she was one of the few actresses at the time who worked and was successful outside the Hollywood studio system. She kept control of her persona and thus her career. In 1935 she earned more than any other female in the world, and the most in total earnings in the United States second only to media tycoon William Randolph Hearst. She approached her career focused on the long game. She knew the direction she was headed and made decisions to increase her velocity in that direction.

Conclusion

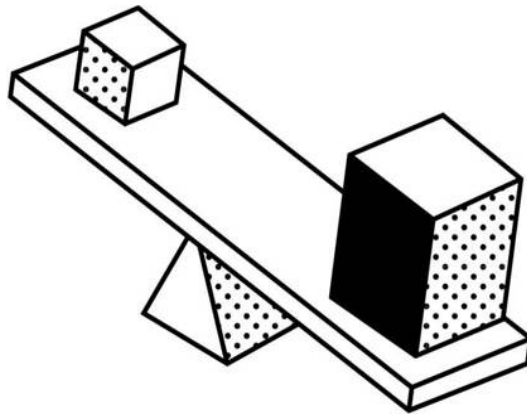
Velocity challenges us to think about what we can do to put ourselves on the right vector, to find a balance between mass and speed to move in the direction of our goals. Gains come from both improving your tactics and being able to adjust to and respond to new information.

No one wants to rush around, filling up their days with tasks and duties, then look up in twenty years and be in exactly the same place. We want to move somewhere so we can look back and identify the territory we've covered. This is why having a direction is so important: it lets us evaluate the usefulness of what we are doing by giving us a measurement of where we want to go.

Velocity also reminds us how important it is to be able to adjust our tactics to continue toward our direction. Sometimes this might mean being smaller, so we don't have to apply resources to multiple and often competing directions. It's easier to redirect a canoe than a battleship. Being able to move in the right direction is a lot more useful than going fast in the wrong one.

Physics

Leverage



—
Enough to move the world.

Leverage

Leverage is achieving results significantly greater than the force you put in. Isn't this what we all want in life?

Think of written language: a way to leverage what people have learned in the past so that we don't have to relearn everything from scratch with each new generation. Or consider standardization of processes, which gives companies leverage over people by making them easier to replace. Levers are everywhere, once you start looking for them.

[People who think that simply working hard is the path to financial wealth are mistaken. You need to leverage your judgment as well.] This requires both hard work and opportunity. Once you have judgment, you want to continue to leverage it in order to decrease the amount of effort needed to achieve your goals.

A good place to begin understanding the concept of leverage is the etymology of the word. We can trace its origins back to the Proto-Indo-European *legwh*, which described something light, agile, or easy. From this, the Latin *levare* formed, referring to something that was "not heavy." But the word was absorbed into English in the 14th century from Old French, where *levier* referred to raising something. In essence, leverage refers to making something light by raising it in a specific manner—using a lever.

Archimedes is credited with establishing the concept of leverage, over 2,000 years ago. He famously stated that given a lever long enough, and enough distance, he could lift the earth.

However, the Peripatetic school, the followers of Aristotle, wrote of levers before the birth of Archimedes. In *Mechanica*, a work

believed to have been written by members of this school of thought, they state:

For since under the impulse of the same weight the greater radius from the center moves the more rapidly, and there are three elements in the lever, the fulcrum,  that is the cord or center, and the two weights, the one which causes the movement, and the one that is moved: now the ratio of the weight moved to the weight moving it is the inverse ratio of the distances from the center. Now, the greater the distance from the fulcrum, the more easily it will move.

There are three main types of physical levers:

Force/Fulcrum/Weight,

such as using a crowbar to open a door.

Fulcrum/Weight/Force,

such as a wheelbarrow.

Fulcrum/Force/Weight,

like a baseball bat.

This third one is a bit counterintuitive, because you have to put in more energy than you would just lifting the weight, and we usually use levers for the opposite reason. However, you get the weight to move a longer distance in return.

Used to great effect for thousands of years, levers enable the gain of disproportionate strength. For example, the ancient Egyptians used levers to lift stones weighing up to 100 tons in order to build the pyramids and obelisks. Many of humanity's tools, used for centuries all over the world, incorporate leverage—scissors, pliers, door handles, wheelbarrows, fishing rods, and more. Levers are one of our simplest, yet greatest, inventions.

Leverage unleashes the potential of what we can do. When we all had sticks, the variation in productivity wasn't much. Small changes in individual performance didn't have significant absolute impacts. It wasn't until we developed tools that allowed us to

Did you know an ant can lift up to 20 times its own body weight? That's like a second grader lifting a car!



leverage small changes in individual performance that we started to see a lot of variation in productivity. To take that further, if technology increasingly promotes variation in individual performance, then we can expect the gap between the most productive and least productive people in a society to increase over time.

Understanding where you have leverage

Levers provide leverage. In human interactions, these levers are not purely physical, but instead items or ideas that have a shared, common value. Leverage itself is amoral—neither good nor bad. When the term *leverage* comes up in day-to-day conversation, it sometimes has a negative connotation—as if having it allows you to manipulate a situation to your advantage. Leverage is not, however, about manipulation. It's about influence. Think of negotiations, where having the leverage increases the chances that you will get your desired outcome. We are taught that by applying pressure in the right place you make it attractive for the other party to move in your direction: It often doesn't take much force if the leverage is substantial enough. And really, the best way to have leverage in any deal is to not need the deal at all.

Knowing how much pressure to apply in any given situation is critical. Too much pressure breaks the metaphorical lever or takes you out of win-win. No one wants to be forced to do something, and if they are, they won't think kindly of you which can hurt you in the future. Too little pressure and you might not achieve your objective. Leverage should be applied with conscious thought as to when it's helping you achieve your aims and when it's hurting your ability to do so.

Roger J. Volkema, in his book aptly titled *Leverage*, explains two of the principles of leverage in negotiations. The first is that leverage in human interactions is based on perceptions and second that it is a social or relational construct.¹ What this means is that for something to be leverage, everyone has to have roughly the

same perception of its value, and this is going to be dependent on social context. It isn't any good to say, "I'm going to give you this box if you agree to my terms" if the other person doesn't associate any value with that box. Furthermore, the power of leverage changes. You cease to have leverage if the other party walks away from the exchange.

Leverage is not a binary; something you either have or don't have. Some people may use their leverage to get X. Some people may have the same leverage and use it to get X, Y, and Z. In order to use leverage to maximize your return, you need to figure out its potential and wield it wisely.

**NEVER
SPLIT THE
DIFFERENCE**

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WITH TAHL RAZ

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Applying leverage where it counts

In a situation of true leverage, the lever does most of the work, not the application of force. When it comes to leverage, we want to know three things:

1. How do I know when I have it?
2. Where and when should I apply it?
3. How do I keep it?

If we can figure these out, we can have significant power over the forces acting against us.

Reading any history seems to suggest that humans naturally grasp the principles of leverage. Attaining and holding on to power seems to be a species pastime, and leverage crops up as much as solitary force. Conquering may often be about sheer numbers or, increasingly, asymmetry in technology, but no matter the path to victory, most conquerors extract ongoing leverage over the conquered. They do this through the distribution of land and holdings, payments and reparations, and sometimes marriage contracts (which are less used today but shaped, for example, the borders in most of western Europe for centuries). These acts themselves, meant to protect and insulate the conquerors from the conquered, often sow the seeds of future destruction.

➔ We can learn a lot about leverage by looking at someone who had no access to solitary force and who had to rely completely on leverage to attain and maintain power: Eleanor of Aquitaine.^{*} Queen of France and then England in the 12th century, she

achieved a remarkable amount of power and influence through leverage.

Eleanor was born to the Duke of Aquitaine, ruler of a territorial principality in what is now France. At the time, rulers of duchies in France were at least as powerful as the King of France, who really only ruled over a small territory around Paris. Aquitaine was a large and prosperous territory during Eleanor's life, encompassing rich farmland, a dozen ports that facilitated both local and overseas trade, and an important manufacturing center for helmets. The towns were thriving, business was booming, and the activities of the region provided the ruling family with a lot of money.² These factors meant that the ruler of the duchy wielded considerable power in the region.

Due to the death of her brother, and because Aquitaine custom allowed women to inherit, Eleanor became ruler of the duchy.³ The ability of a woman to inherit a duchy was not consistent across the region. Ralph V. Turner explains in *Eleanor of Aquitaine* that "Once a part of the ancient Roman province of Gaul, Aquitaine still preserved in Eleanor's childhood customs surviving from Roman rule that guaranteed women greater freedom than those in northern Europe enjoyed."⁴ An unofficial east/west line ran through France, with Aquitaine being in the south and Paris and London being in the north. Therefore, Eleanor's expectations of her right to rule were not consistent with all of her contemporaries.

We can think of Aquitaine as Eleanor's lever, the tool she used to move kings. Through her marriages to two kings, and as the mother of three more, Eleanor used Aquitaine to wield an exceptional amount of influence for a woman in the Middle Ages.

To even be the Duchess of Aquitaine, Eleanor first had a little bit of luck. The fact that a woman could inherit, and that even in marriage it would always be her property and not her husband's, was the lucky element. The power accorded to aristocratic women was beginning to change, and a couple of hundred years later such clear ownership by a woman in Aquitaine would have been less likely. So Eleanor's leverage was initially obtained by the circumstances of her birth.

However, Eleanor aimed to use her inheritance to the fullest. She saw herself as a queen-duchess, descended from the Carolingian rulers, and was determined to take a visible leadership role. Turner writes that "a major aspect of her nature was a pursuit of power,"⁵ an attitude out of step with the role women were expected to play in the Middle Ages. Being the Duchess of Aquitaine automatically came with some leverage, a small amount that could have easily been deployed and spent making a good marriage. Eleanor was unusual because throughout her life she used her birthright to try to achieve increasing power and influence over the affairs of France and England. She used Aquitaine to give herself a voice and role in the affairs of the time, to a degree and impact that was extremely rare for a woman in the Middle Ages.

By the usual customs of the time, when Eleanor married, her husband would govern Aquitaine, but the territory itself would always belong to her. Thus, in order to keep influence in and over her territory, she had to keep influence over her husband. She first married Louis, who became King of France. Her father had made her future father-in-law her protector and charged him with seeing to her marriage. The ailing French king chose his son Louis for

Eleanor, and less than a month after her marriage, Eleanor became Queen of France.

Ralph Turner writes that “the marriage of Eleanor and Louis VII would prove to be a trial for both, bringing the couple little happiness.”⁶ Furthermore, Louis VII was focused on religious conflicts and devoted his time and money to unsuccessful Crusades instead of focusing on consolidating his power in France. After many years, Eleanor chose to exit that marriage. In part, she left Louis because she felt that he could not help her effectively keep control over Aquitaine, which was “a confusing collection of a dozen or so counties.”⁷ Keeping the duchy together required firm control and constant maintenance, which Louis was too distracted by his other pursuits to provide. When her marriage to Louis ended, she retained ownership of Aquitaine. She remarried Henry, Duke of Normandy, who became also Henry II, King of England, because she likely hoped that he had a forceful enough personality to help her exercise leadership in Aquitaine.

Ownership and control are different things. All indications were that Henry might be able to govern the large, rebellious area much better than Louis. “In an act almost unheard of in her time, Eleanor acted independently without consulting her kin or other counselors.”⁸ It was probably the value and prestige of Aquitaine that sold Henry on the marriage—it was a large territory that generated a large income for its ruler. Also, being large, it also had a population that could be drawn on to help fight battles elsewhere.

Despite her unhappiness and disappointment, it was a bold and risky move to push for the annulment of a marriage to the King of France. Without the security of marriage, Eleanor and her lands

would be vulnerable. So why do it? One of the reasons was that Aquitaine and her legacy there were extremely important to her. “As she grew up, she absorbed her dynasty’s sense of its dignity as successors to Carolingian royalty,”⁹ and Eleanor devoted her life to preserving the legacy of her ancestors. Knowing that she had to rely on a husband to actually govern, Eleanor chose the future Henry II of England, who she believed had a better chance of maintaining control of the territory. Aquitaine would cease to be valuable if she no longer had control over it.

Many years later, in an effort to preserve Aquitaine as a separate entity from either the English or French crowns, Eleanor named her son Richard as Duke of Aquitaine. There was a lot of custom behind this, as for many years he was the second son, and thus it was normal for him to inherit the property of his mother. But Eleanor also invested a lot in her relationship with Richard, most significantly backing him in his fight with his father for the English crown, so that she could maintain some degree of control over what happened to and in the duchy.

[She did not, however, rely solely on her relationships with her husbands and son to maintain influence.] Throughout her life, Eleanor spent much time in Aquitaine. She developed relationships with the nobles, the church representatives, and the people. She financially supported many building projects, such as the abbey at Fontevraud, and took an interest in seemingly small affairs, settling minor disputes among the minor nobles in Aquitaine. Neither her husband Henry nor her son Richard were well regarded by the people of Aquitaine, and fights and rebellions were always breaking out as the perception was that the kings of England were simply

using Aquitaine to further their own royal interests. Especially in her later years, Eleanor sought to undo, or at least mitigate, the effects of the harsh rule of her husband and son.¹⁰ Consequently, she attained and maintained significant influence in her territory, in no small part because she chose to live there and become active in the politics of the region.

The story of Henry and his sons is legendary. The stuff of plays and movies, their hatred of each other, distrust, and disloyalty brought total disarray to western Europe. The family indulged in constant fighting and rebellion over who would become king. Eleanor supported her sons against their father and ended up a prisoner of her husband for 15 years.

Territories are not objects. They are dynamic spaces filled with people interacting in complex systems. With all of their fighting, Henry and his sons never seemed to comprehend what Eleanor intuitively understood: land can only be used as leverage if the people living in it are supportive of your leadership. Leading requires followers.

As the empire her husband Henry built, combining English territory and large swaths of what is now France, started to collapse due to the total dysfunction of the family, Eleanor began to be concerned over her legacy. She wanted Aquitaine to continue to be ruled by her offspring, carrying the line of leadership forward, and “she was resolutely opposed to seeing it lose its separate identity, absorbed into the domains of either of her two husbands.”¹¹

After Richard died, her son John ascended to the throne of England. He turned out to not be the best leader, angering many of

his subjects and managing to forever compromise royal authority in England by signing the Magna Carta, but in terms of preserving the family legacy, he was the best she had. All of her other sons had died. So “Eleanor traversed her duchy issuing charters confirming properties and privileges in an attempt to win her subjects over to John’s side.”¹² She was in her 70s at this time, and it was important to her to pass on the leverage that was Aquitaine to her son. This she accomplished before she died in 1204, at the remarkable age of 80.

What are some of the ideas about leverage we can learn from Eleanor of Aquitaine’s story? First, don’t sell yourself short and underestimate the value of your leverage. It seems that right from the beginning, Eleanor was clear about the value of Aquitaine to both the French and English kings. She knew that the resources the region provided could significantly augment the power of whichever monarch controlled it.

Second, keep other people wanting what you have. For leverage to exist, all parties must perceive its value. Throughout her life, Eleanor worked to maintain the value of Aquitaine. She invested money and time there in building infrastructure and reducing conflict. She knew that if Aquitaine became too unruly, it wouldn’t be attractive to a monarch seeking to augment their kingdom. Furthermore, she seemed to understand that a prosperous Aquitaine would continue to give the region leverage in geopolitical affairs after her death.

Third, understand when you can use your leverage and when you can’t. Eleanor used her leverage to have choice in marriage, to influence leadership and succession in England and France, to

carve out independence from her husbands, and to build her own legacy. She also seemed to know, however, when the resources and power of Aquitaine were not enough to change her situation. Perhaps the best example of her awareness of the limitations of her leverage was when she was imprisoned by her husband Henry for 15 years. She could not use Aquitaine to give anyone enough power to free her, so she did not sacrifice her territory in a wasted effort to escape.

The dark side of leverage

When wielded smartly leverage can help you achieve better outcomes. And who doesn't want that? However, just because you have leverage doesn't mean you should employ it. As we will see, there is a darker side to leverage, namely when it is employed to the maximum all of the time.

When leverage becomes entrenched systematically it becomes more like the application of tyranny. This has happened more than a few times in history, including the 20th-century coal company towns in West Virginia.

When technological development allowed coal to be easily transported out of the West Virginia hills, coal operators bought up extensive land in the state. Coal became the most significant economic resource in the state by far. Coal operations required workers, and these miners lived in company towns. With no other industries or big cities nearby to offer alternatives, coal operators used their initial leverage to give themselves an exceptional amount of control over the both lives of their workers and the state in which the companies operated.

The company towns were effectively isolated from the rules and norms that prevailed in the rest of the country. Inhabitants did not own their houses or the land they were built on and could be kicked out with no notice. Workers were paid in "coal scrip," a proprietary currency unique to each operation that could only be spent in the company store. There was no mayor or local political officials to represent the residents. Information was controlled. Any media the company didn't approve of was banned, and the

postmaster, a company employee, could read all incoming and outgoing mail. ¹³



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Coal scrip wages could only be spent in the company store, with each store being unique to each mining operation.

The issue of coal scrip in particular was a significant point of leverage. As David Corbin explains in *Life, Work, and Rebellion in the Coal Fields*, not only did it require that workers buy all their goods from the company store, but it allowed the coal operators to completely control the value of the work being performed. Wages were essentially recouped depending on the needs of the company, because the company store, being a monopoly, could charge whatever it wanted. In this way too any wage increases were immediately negated by corresponding price increases in the store.¹⁴

The control exercised by a company operator over the town inhabitants gave the company access to further points of leverage. Ballots for state elections were inspected by mine guards, so miners effectively had to vote for the interest of the company, and coal companies controlled county court and jury appointments. This leverage was used to exploit loopholes in safety, child labor, compensation, and even criminal laws, or even to disregard the laws altogether. In 1913,

a U.S. congressman from Wisconsin toured the coal fields of West Virginia and reported that “one cannot imagine the power of the mining companies. ... It elects senators and judges. It owns both the Republican and Democratic parties in the state. All laws are made to suit the mine owners. All the judges are elected through their influence, even up to the judges of the Supreme Court.”¹⁵

How can one act against this kind of exceptional leverage? Often it's only through widespread collective action that aggregates small amounts of power until enough is pooled so that there exists counter-leverage. Think strikes and unions. One person walking out on the job may not change much, but if everyone does, significantly more leverage is available to be exercised. Eventually, after brutal labor disputes, the miners of West Virginia formed and participated in unions.

Before that, however, individuals still had some basic degree of leverage. They could choose to walk away, exercising their ability to be geographically mobile. And many coal workers and their families supplemented their coal scrip income through cash from farming, gardening, and selling homemade alcohol, which gave them a small measure of independence from the coal companies. The leverage you have may not always be the leverage you want, but chances are, if you look, you will find you have some somewhere.

Conclusion

As powerful as leverage can be, we need to be deliberate about using it. Good ideas taken too far often cause unanticipated consequences. Wielding leverage to maximum effect all of the time, as the West Virginia mine owners did, sows the seeds of ongoing unrest that undermine one's ability to be truly effective. No one wants to feel exploited, and those who are never give their loyalty or their best work. Leverage is best paired with reciprocity—building in win-win thinking helps you keep your leverage sustainable and achieve better, longer lasting, outcomes.

Chemistry

Science and everyday life cannot and should not be separated.

Rosalind Franklin ¹

Chemistry

Activation Energy

Catalysts

Alloying