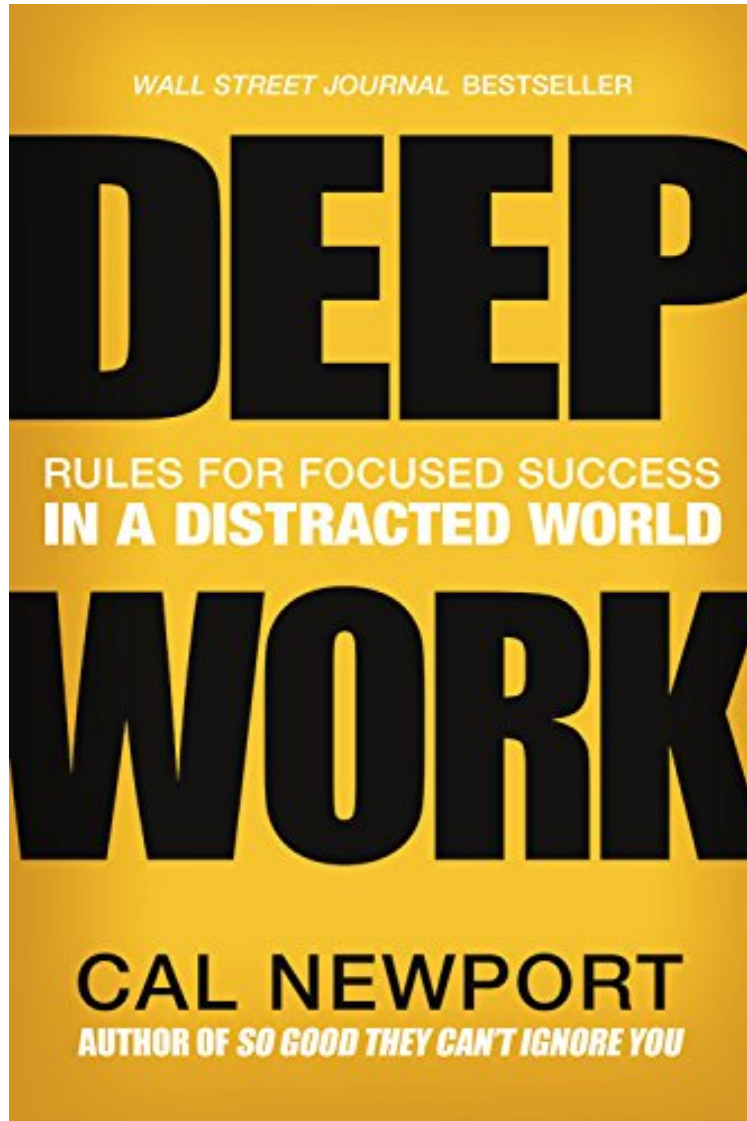


(Free read ebook) Deep Work: Rules for Focused Success in a Distracted World

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

*Cal Newport*

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**Cal Newport : Deep Work: Rules for Focused Success in a Distracted World** before purchasing it in order to gage whether or not it would be worth my time, and all praised Deep Work: Rules for Focused Success in a Distracted World:

476 of 486 people found the following review helpful. The Top 15 Take-Aways from Deep WorkBy CustomerIf you want to separate yourself from the crowd by accomplishing important things or if you want your team/organization to accomplish important things, Deep Work has what it takes to go to the next level. A must read for our email/social

media burdened world. Here are my top 15 takeaways from deep work. If you multi task, jump to number 15. :-).1. Spend enough time in a state of frenetic shallowness and you permanently reduce your capacity to perform deep work..2. I build my days around a core of carefully chosen deep work, with the shallow activities I absolutely cannot avoid batched into smaller bursts at the peripheries of my schedule..3. 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..4. High-Quality Work Produced = (Time Spent) x (Intensity of Focus)..5. 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..6. Depth-destroying behaviors such as immediate e-mail responses and an active social media presence are lauded, while avoidance of these trends generates suspicion..7. Who you are, what you think, feel, and do, what you love is the sum of what you focus on..8. You don't need a rarified job; you need instead a rarified approach to your work..9. You have a finite amount of willpower that becomes depleted as you use it. The key to developing a deep work habit is to move beyond good intentions and add routines and rituals to your working life designed to minimize the amount of your limited willpower necessary to transition into and maintain a state of unbroken concentration..10. 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..11. Idleness is not just a vacation, an indulgence or a vice; it is as indispensable to the brain as vitamin D is to the body, and deprived of it we suffer a mental affliction as disfiguring as rickets it is, paradoxically, necessary to getting any work done..12. At the end of the workday, shut down your consideration of work issues until the next morning no after-dinner e-mail check, no mental replays of conversations, and no scheming about how you'll handle an upcoming challenge; shut down work thinking completely. If you need more time, then extend your workday, trying to squeeze a little more work out of your evenings might reduce your effectiveness the next day enough that you end up getting less done than if you had instead respected a shutdown..13. For a novice, somewhere around an hour a day of intense concentration seems to be a limit, while for experts this number can expand to as many as four hours but rarely more..14. The ability to concentrate intensely is a skill that must be trained..15. So we have scales that allow us to divide up people into people who multitask all the time and people who rarely do, and the differences are remarkable. People who multitask all the time can't filter out irrelevancy. They can't manage a working memory. They're chronically distracted. They initiate much larger parts of their brain that are irrelevant to the task at hand they're pretty much mental wrecks.

Dr. James T Brown, Author, *The Handbook of Program Management*, McGraw-Hill 362 of 373 people found the following review helpful. A persuasive argument + a detailed action plan for how to be a high performing knowledge worker using deep work

By Timothy Kenny *Deep Work* is the execution/tactical companion to Newport's last book, *So Good They Can't Ignore You* and it doesn't disappoint. These books should be taken together as a whole because they give you the WHAT, the WHY and the HOW for being an elite knowledge worker. *So Good they Can't Ignore you* shows you why building valuable and rare skills, which Newport calls "career capital" is the number one most important thing for finding a job you love (not "finding your passion"). Building that capital allows you to find a job where you can have creative control over your work and more control over your time, which allows you to do "deep work," aka deliberate practice (and the 10,000 hour rule for expertise, Gladwell, Ericsson and others). There are also 2 other factors, choosing a domain or mission or project where you will have a positive impact on the world, and choosing to work with people who you like being around, which aren't covered much but Newport assumes you should be able to figure out on your own.

Summary of what you need to be *So Good They Can't Ignore You*

1. Rare and valuable skills (aka career capital)
2. Creative control over projects
3. Control over your time (which allows you to do deep work, virtuous cycle)
4. Work that has a positive impact on the world
5. Working with people you enjoy being with

Here's the formula:- Use deep work to learn fast and build up rare and valuable skills.-Then apply these rare and valuable skills to the right projects so that you can build up career capital.-Then cash in the career capital to get more creative and time control over your job.-All the while, try to pick jobs and projects that have a positive impact and allow you to work with good people.-However, these are usually also things that you need to trade in your career capital (rare skills and experience using them) in order to maximize.-Don't try to save the world or have a big impact until you have the career capital to match. Otherwise you will probably fail. You have to earn all these perks via building career capital by using deep work.

*So Good They Can't Ignore You* doesn't spend much time explaining how to actually implement deep work (deliberate practice) into your life. It tells you to focus deeply, stretch yourself cognitively and get constant high quality feedback on your work/output. That's where *Deep Work* comes in. *Deep Work* shows you exactly WHY deep work is so important (as opposed to Shallow Work), especially for modern knowledge workers, and why the way most people work, with constant interruptions from social media, email and their phones, is holding most knowledge workers back from being successful and competitive in today's job market. The first part of the book argues for why *Deep Work* is important. If you have already bought into the idea, you can skim this part, but I found the examples and people he featured to be very interesting so it's worth a read. Just don't expect a lot of tactics until part 2.

Chapter 1 explains why deep work is VALUABLE. Our economy is changing, and the days of doing the same thing over and over for 40 years until you retire are over. Newport lays out an interesting theory for 3 types of workers, Superstars, Owners and High

Skill Workers and makes a convincing and important argument for the importance in the future of being able to work at higher levels of abstraction and work with intelligent machines. In this chapter he also makes a case for the two critical skills for knowledge workers: 1. Learning Quickly 2. Producing at an Elite Level. This conclusion informs the rest of the book. If you want to be good at these two skills, the most important thing to be good at is deep work. Chapter 2 focuses on why deep work is RARE. He shows how distractions are becoming more and more common for knowledge workers, and that attention is becoming more and more fractured. Newport makes a good case for how complex knowledge work is often hard to measure, so managers measure busyness instead of output that relates to bottom line results (KPIs). Busyness as a vanity metric. People end up optimizing for looking busy instead of getting real work done, and everybody plays along with this charade. Chapter 3 goes into why deep work is MEANINGFUL. Meaning is a key part of Newport's argument because the whole book links back to the Passion vs. Rare Skills debate which is a better strategy for finding a job you love? If the job isn't meaningful, then deep work doesn't fully answer the question of how to best find a job you love. Newport gives 3 theories on why deep work is meaningful, a psychological, neurological and a philosophical reason. That's it for part 1. In Part 2, Newport tells you how to implement deep work into your day to day life with 4 rules. Rule 1 gives you a bunch of strategies and examples of how to integrate deep work into your schedule. He offers different strategies depending on what kind of work you do. The Grand Gestures part of this chapter is really good, you learn about Bill Gates Think Week and some famous authors who go to secluded islands or build cabins to get a lot of deep work done when necessary. There is also a section here on execution using the 4 Disciplines from Clayton Christensen's work. The point on lead vs. lag measures is really good. Rule 2 covers the idea of embracing boredom. Newport gives a number of strategies for doing two important things: improving your ability to focus and eliminating your desire for distraction. At first these seem like the same thing but Newport explains why they are actually two different skills. For example, someone who is constantly switching between social media and infotainment sites can block off time for deep work but they won't be able to focus if they can't control their desire to always have instant gratification and constant stimulus. The point about making deep work your default, and scheduling shallow work in between is also a game changer. Rule 3 is about social media sites and infotainment sites. This rule isn't as strategic as the other ones, it's mostly about making a side argument that these networking sites aren't as important as you think they are. He gives some good strategies for measuring what sites and services you should include in your day to day life based on the total collection of all the positive and negative effects. This sort of critical thinking and measurement usually doesn't get applied to these kind of sites. Rule 4 is about draining the shallows, meaning going through the process of eliminating as much as possible shallow work from your daily schedule. This is more tactical chapter, (This and Rule 1 are the most useful of the 4) you learn how to plan out your day, how to stop from bringing your work home with you with an end of day ritual and how to manage your email so that you cut down on the amount of time you spend in your inbox each day. There is also a strategy for how to talk to your boss about deep work so you can get permission to re-arrange your schedule to be more productive. Overall Thoughts: This book, and Newport's previous book So Good They Can't Ignore You, are some of the most important books you will read on planning your career. Most people spend little to no time on these decisions, or just go with the flow or with how other people approach things, even though this planning process will affect the next 4 to 5 decades of their life. Most people's thinking is still stuck in the industrial economy way of thinking it makes sense thought, our education system is also stuck in this way of thinking. Deep work gives you a solid, actionable plan and doesn't leave anything out that I can think of. 676 of 707 people found the following review helpful. Find the good ideas; ignore the philosophizing. By ABI have generally been a fan of Cal's work, but had a mixed view on this book. TL DR: It has some good actionable steps, but with a lot of fluff about being more counter-culture and revolutionary than it is or needs to have. The Good 1. Cal highlights actionable ways to 1) increase concentration and focus and 2) produce more work output. He specifically delineates between "shallow" low priority work and "deep" high-priority, high-payoff work and ways to identify which types of work fall into which category. 2. Cal anticipates more of the (valid) objections and nuances to his thesis than I've seen him do previously. I thought his discussions on professions like CEOs that might not be deep-work appropriate, different ways to think about what social media improves your life, and going off-schedule to pursue an insight made the book much more well-rounded and connected to life. The Not-so-good 1. The book is written as if it's presenting "a new, flashy, grand theory of everything". It's not that. The idea of working in a deep, focused manner isn't a new one or one that would shock people (as the book's extensive citations show). But the book puts up a very intense battle against an army of straw men. I don't think you'd find anyone who disagrees with the general notion of working intensely on your priorities; it's making your life conducive to it (and getting done what you aim to get done when you sit down) that's the hard part. So the book feels more to me like ideas you'd share with friends about how to be more productive than a revolutionary new idea, but you have to wade through \*pages\* of why this is \*life-changing\* and \*flashy\* to get to the more useful actionable steps. 2. I think that deep work is a very large umbrella term that could be broken down. For example, the way in which brainstorming or writing an academic paper stretches your brain is very different from the way in which editing a paper (p. 228) stretches your brain. Cal identifies all of these as deep work, but more thought on how you attack very different types of deep work would be helpful. For example, the open-ended process of generating an idea

and getting it on to paper requires a different process than the mind-numbing tedium of final paper edits. I would have liked more thinking through the "initial attack" and then the "follow-through".

One of the most valuable skills in our economy is becoming increasingly rare. If you master this skill, you'll achieve extraordinary results.

"As a presence on the page, Newport is exceptional in the realm of self-help authors."New York Times Book "DEEP WORK accomplishes two considerable tasks: One is putting out a wealth of concrete practices for the ambitious, without relying on gauzy clichés. The second is that Mr. Newport resists the corporate groupthink of constant connectivity without seeming like a curmudgeon."Wall Street Journal"As automation and outsourcing reshape the workplace, what new skill do we need? The ability to do deep work. Cal Newport's exciting new book is an introduction and guide to the kind of intense concentration in a distraction-free environment that results in fast, powerful learning and performance. Think of it as calisthenics for your mind-and start your exercise program today."Daniel H. Pink, author of Drive and To Sell Is Human"DEEP WORK makes a compelling case for cultivating intense focus, and offers immediately actionable steps for infusing more of it into our lives."Adam M. Grant, author of Give and Take"Cal Newport is a clear voice in a sea of noise, bringing science and passion in equal measure. We don't need more clicks, more cats, and more emojis. We need brave work, work that happens when we refuse to avert our eyes."Seth Godin, author of What to Do When It's Your Turn"Cal Newport offers the most well-informed and astute collection of practical advice I have seen for reclaiming one's mental powers."Matthew B. Crawford, author of The World Beyond Your Head"Just when you think you already know this stuff, DEEP WORK hits you with surprisingly unique and useful insights. Rule #3 alone, with its discussion of the 'Any-Benefit' mind-set, is worth the price of this book."Derek Sivers, founder, Sivers.org"Here lies a playbook for professionals of all stripes to achieve true differentiation in a crowded talent marketplace. Cal Newport's latest shows why he is one of the most provocative thinkers on the future of work."Ben Casnocha, co-author of The Start-Up Of You"In this strong self-help book, Newport declares that the habits of modern professionals-checking email at all hours, rushing from meeting to meeting, and valuing multitasking above all else-only stand in the way of truly valuable work."Publisher's Weekly"[A] worthwhile distraction."ValueWalk"Deep work is the killer app of the knowledge economy: it is only by concentrating intensely that you can master a difficult discipline or solve a demanding problem."The Economist"This is a deep, not shallow, book which can enrich your life."The Globe and Mail"A wonderfully entangled, intertwined, and erudite series of strategies, philosophies, disciplines, and techniques to sharpen your focus and dive deep into your work."800-CEO-READ"DEEP WORK is now one of my all-time favorite books, and I'm not joking when I say it was a life-changing read for me. I think it can be for you too."Brett McKay, author of The Art of Manliness"What emerges most powerfully is the sense that it's wrong to think of deep work as one more thing you've got to try to cram into your schedule. Truly committing to it, Newport suggests, transforms the rest of your time - so you'll crank through shallow work faster, be more present in your home life, and eliminate time wasted switching between tasks. Depth, in short, isn't at odds with a full life - it facilitates it. I'm persuaded."Oliver Burkeman, The GuardianAbout the AuthorCal Newport, Ph.D., lives in Washington, DC, where he is a writer and an assistant professor of computer science at Georgetown University. He also runs the popular website Study Hacks: Decoding Patterns of Success. This is his fifth book.