

# Focus

Daniel Goleman

**Leaders need three kinds of focus. Inner focus attunes us to our intuitions, guiding values, and better decisions. Other focus smooth's our connections to the people in our lives. Outer focus lets us navigate in the larger world.**

**A leader tuned out of his inner world will be rudderless.**

**Your focus is your reality.**

**Rapport demands joint attention – mutual focus. Our need to make an effort to have such human moments has never been greater, given the ocean of distractions we all navigate daily.**

**Information consumes the attention of all recipients. Hence a wealth of information creates a poverty of attention.**

**Those who focus best are immune to emotional turbulence, more able to stay unflappable in a crisis and even keep an even keel despite life's emotional waves.**

**One key to more flow in life comes when we align what we do with what we enjoy, a case for people where their job gives them great pleasure. High achievers in any field hit that right combination.**



**Life immersed in digital distractions creates a near constant cognitive overload. And that overload wears out self control.**

**‘The intuitive mind is a sacred gift and the rational mind is a faithful servant’ Albert Einstein said. "we have created a society that honors the servant and has forgotten the gift’**

**Self awareness represents an essential focus one that attunes us to the subtle murmurs within that can help guide our way through life.**

**We don't know who we are till we hear ourselves speaking the story of our lives to someone we trust.**

**How we focus holds the key to  
willpower.**

**Power and status are highly relative, varying from one encounter to another.**

**The more you care about someone , the more attention you pay.**

**Data science requires more than maths skills. It needs people who have a wide ranging curiosity and whose innovation is guided by their own experience-not just data.**

**Focusing on what's wrong about what we do activates circuitry for distressing emotions.**



**Negative focus leads to discouragement and disengagement.**

**Keeping your attention up during a highly exhausting and stressful time means you have to be methodical and well practiced, so you make the right decisions under duress.**

**Learning how to improve any skill  
requires top down focus.**

**Concentration on one point of focus is the basic attention builder, and that strength can be applied in different ways.**

**10,000 hours of practice is needed to be good at something. But that 10,000 hours must have a feedback element, doing 10,000 hours of something wrong doesn't make you an expert.**

**You need the negative focus to survive but a positive focus to thrive. You need both in the right ratio, generally 3 : 1 positive.**

**The majority of our socialization is flowing through machines. That's great opportunity and also great concern.**

**Directing attention toward where it needs to go is the primal job of leadership. Talent here lies in the ability to shift attention to the right place at the right time, sensing trends and emerging realities and seizing opportunities.**



**Leadership hinges on effectively capturing and directing the collective attention, Leading requires focusing your own attention, then attracting and directing attention of others and then getting and keeping the attention of others.**

**Strategy represents the desired pattern of organizational attention.**

**The best leaders have system awareness, helping them answer the query where should we head and how?**

**What works at the organizational level parallels the individual mind. Exploitation of an idea requires concentration and exploration demands an open focus.**

**Every company will face a point when it will have to change dramatically to survive, let alone raise its performance. Miss the moment and you start to decline.**

**The most successful leaders are constantly seeking out new information. They want to understand the territory and be alert to new trends.**

**Emotional aperture is the ability to perceive subtle cues in a group, much the way a camera works.**

**At work, collective emotions-sometimes called organizational climate make a huge difference in customer service, absenteeism and group performance in general.**



**A sign of a high performing team is to make time to bring up and explore team members negative feelings.**

**A great leader defines a mission,  
acts on many levels and tackles  
the biggest problems.**

**Civilizations should be judged not by how they treat people closest to power but those furthest from power, The same is true for leaders and a company.**

