

**Principles**

**Ray Dalio**

**Think for yourself to decide a) what you want and 2) what is true and 3) what you should do to achieve 1 in light of 2**

**He who lives by the crystal glass is destined  
to eat ground glass**

**Good principles are effective ways of  
dealing with reality**

**Embrace reality and deal with it**

**Dreams+Reality+Determination = a  
Successful life**

**Radical open minded ness and radical transparency are invaluable for rapid learning and effective change.**

**Evolving is life's greatest accomplishment  
and its greatest reward.**

**Reality is optimizing for the whole – not for  
you.**

**Pain + Reflection = Progress**

**The biggest mistake people make is to not see themselves and others objectively, which leads them to bump into their own and others' weaknesses again and again.**

**Successful people are those who can go above themselves to see things objectively and manage those things to shape change.**

**While you can have virtually anything you want, you cant have everything you want.**

**Don't confuse goals with desires**

**Don't mistake the trappings of success for success itself. People obsess over a pair of shoes or watch or whatever ...**

**Almost nothing can stop you from  
succeeding if you have flexibility and self  
accountability**

**Knowing how to deal with your setbacks is  
as important as knowing how to move  
forward.**

**Be specific in identifying your problems.**

**Focus on ' what is' before you decide ' what  
to do about it'.**

**Everyone has one big thing that's stands in  
the way of their success. Find yours and  
deal with it.**

**Appreciate the art of thoughtful  
disagreement**

# Open mind vs closed mind

## Closed mind

- Don't want their ideas challenged
- Make statements, don't ask questions
- Block others from speaking
- Lack humility

## Open mind

- More curious
- Ask genuine questions
- See things through others eyes
- Listen more
- Build on others thoughts

**Be evidence based and encourage others to do the same.**

**The constant struggle is between feeling  
and thinking**

**The biggest threat to good decision making  
is harmful emotions**

**There is a big difference between the  
acceptable bar and the excellent bar**

**Make your passion and your work one and the same.**

**Realize that you have nothing to fear from  
knowing the truth**

**Don't let loyalty to people stand in the way  
of truth**

**Be loyal to the common mission and not to anyone who is not operating consistently with it.**

**Make sure people understand the  
difference between fairness and generosity.**

**Generosity is good but entitlement is bad  
and they can be easily confused.**

**The size of an organization can pose a threat to meaningful relationships.**

**Create a culture in which it is okay to make  
mistakes and unacceptable not to learn  
from them**

**Observe the patterns of mistakes to see if they are products of weaknesses.**

**Recognize that conflicts are essential for  
great relationships.**

**Recognize that getting in sync is a two way opportunity.**

**If it is your meeting to run, you manage the conversation**

**Be precise in your communication to avoid confusion.**

**Lead the discussion by being assertive and open minded.**

**In a meeting think ,whether you are playing  
the role of a teacher, a student or a peer**

**It is more important for a student to understand and appreciate the teacher.**

**Disagreement must be done efficiently**

**Recognize how to get beyond  
disagreements**

**Principles cannot be ignored by mutual agreement in any organization.**

**Make sure people don't confuse the right to complain, give advise, and openly debate with the right to make decisions.**

**Think of your teams the way that sports managers do. No one person possesses everything required to produce success, yet everyone must excel.**

**Think about accuracy, not implications**

**Understand the difference between  
managing, micromanaging and not  
managing**

**Hold yourself and your people accountable  
and appreciate them for holding you  
accountable**

**Keep your strategic vision the same while making appropriate tactical changes as circumstances dictate.**

**Think about the big picture and the granular details and understand the connections between them**

**Have good controls so that you are exposed  
to the dishonesty of others**

**Have the clearest possible reporting lines  
and delineations of responsibilities.**