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| Quotations |
| Volume 3 of 4 - - - S only |

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| June 1, 2022NOT FOR RESALE |

**Forward**

This is not a book you would read from cover to cover. Think of this as a coffee table book or bathroom reader. Something you just pick up, read a few lines and set it down. It is nothing more than lists of quotes by notable people, philosophers, authors, scientists, comedians, politicians, historical figures among others.

For each person, I copied their biography from Wikipedia.

All of these quotes were simply transcribed from YouTube videos and websites. People don’t have the time to sit and watch videos in which these quotes are read to them, so I made this book that is much more convenient to page through.

This book is not finished, in the sense that chapters will continue to be added as lists of quotes from other people are collected.

NOTE: Because some of these quotes were made decades and even thousands of years ago, I find it is “ok” to disagree/not accept these quotes as the truths they may have been when uttered in the time in which the speaker lived.

This book is very educational. I was amazed at what these quotes reveal about their speakers, the time in which they lived, and what they taught me.

The number of quotes included for each individual is extremely variable. I included as few as 10 and as many as more than 500 for some individuals. I always tried to provide the link to the website where more quotes can be read.

Some individuals had as many as 1,300+ quotations. I simply could not include those in this book, so included the website link for those who want to read more.

In a VERY VERY FEW cases, I added some definitions of obscure words and made some personal comments to expand understanding of the quotes.

The Ordering of the Chapters:

Initially I considered alphabetizing by last name, but who looks for “Da Vinci, Leonardo” under D. Or “Twain, Mark” under T. People open the book and look for “Mark Twain.” So I decided to order the chapters by the most familiar name of each individual. Hence “Mark Twain” is under M, but “Mahatma Gandi” is under G as “Gandi (Mahatma)”. I found that this works for the vast majority of individuals so they are easiest to locate in the book. Author: Gary Tabbert

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# **Quotes from Sartre (Jean-Paul), French Philosopher, 1905-1980**

Jean-Paul Charles Aymard Sartre was one of the key figures in the philosophy of Existentialism (and phenomenology), a French playwright, novelist, screenwriter, political activist, biographer, and literary critic, as well as a leading figure in 20th-century French philosophy and Marxism. His work has influenced sociology, critical theory, post-colonial theory, and literary studies, and continues to do so. He was awarded the 1964 Nobel Prize in Literature despite attempting to refuse it, saying that he always declined official honors and that "a writer should not allow himself to be turned into an institution."

Sartre held an open relationship with prominent feminist and fellow existentialist philosopher Simone de Beauvoir. Together, Sartre and de Beauvoir challenged the cultural and social assumptions and expectations of their upbringings, which they considered bourgeois, in both lifestyles and thought. The conflict between oppressive, spiritually destructive conformity (mauvaise foi, literally, 'bad faith') and an "authentic" way of "being" became the dominant theme of Sartre's early work, a theme embodied in his principal philosophical work Being and Nothingness (L'Être et le Néant, 1943). Sartre's introduction to his philosophy is his work Existentialism Is a Humanism (L'existentialisme est un humanisme, 1946), originally presented as a lecture.

**Quotes from Jean-Paul Sartre**

<https://www.azquotes.com/author/13003-Jean_Paul_Sartre>

1. We are our choices.
2. If you are lonely when you're alone, you are in bad company.
3. What is life but an unpleasant interruption to a peaceful nonexistence.
4. Every word has consequences. Every silence, too.
5. Only the guy who isn't rowing has time to rock the boat.
6. Freedom is what you do with what's been done to you.
7. The worst part about being lied to is knowing you weren’t worth the truth.
8. There may be more beautiful times, but this one is ours.
9. Man is nothing else but what he purposes, he exists only in so far as he realizes himself, he is therefore nothing else but the sum of his actions, nothing else but what his life is.
10. Before you come alive, life is nothing; it 's up to you to give it a meaning, and value is nothing else but the meaning that you choose.
11. He who asks a question is a fool for a minute; he who does not remains a fool forever. When you realize that by changing your perspective, big things can be seen as little things, it becomes much harder to worry about anything. Commitment is an act, not a word.
12. I can always choose, but I ought to know that if I do not choose, I am still choosing.
13. Man is condemned to be free; because once thrown into the world, he is responsible for everything he does.
14. Like all dreamers, I mistook disenchantment for truth.
15. Sometimes the truth is too simple for intellectuals.
16. Introspection is always retrospection.
17. We only become what we are by the radical and deep-seated refusal of that which others have made of us.
18. Ideas come in pairs and they contradict one another; their opposition is the principal engine of reflection.
19. Your judgement judges you and defines you.
20. To know what life is worth you have to risk it once in a while.
21. We make our own hell out of the people around us.
22. Once freedom lights its beacon in man's heart, the gods are powerless against him.
23. I am. I am, I exist, I think, therefore I am; I am because I think, why do I think? I don't want to think any more, I am because I think that I don't want to be, I think that I . . . because . . . ugh!
24. Death is a continuation of my life without me.
25. Man is nothing else but what he makes of himself. [It is a matter of choice, not chance.] Such is the first principle of existentialism.

More Quotes:

<https://www.azquotes.com/author/13003-Jean_Paul_Sartre?p=2>

There are 18 more webpages of quotes. That is about 439 more quotes.

# **Quotes from Sigmund Freud, Austrian Neurologist, 1856-1939**

Sigmund Freud was an Austrian neurologist and the founder of psychoanalysis, a clinical method for evaluating and treating pathologies in the psyche through dialogue between a patient and a psychoanalyst.

Freud was born to Galician Jewish parents in the Moravian town of Freiberg, in the Austrian Empire. He qualified as a doctor of medicine in 1881 at the University of Vienna. Upon completing his habilitation in 1885, he was appointed a docent in neuropathology and became an affiliated professor in 1902. Freud lived and worked in Vienna, having set up his clinical practice there in 1886. In 1938, Freud left Austria to escape Nazi persecution. He died in exile in the United Kingdom in 1939.

In founding psychoanalysis, Freud developed therapeutic techniques such as the use of free association and discovered transference, establishing its central role in the analytic process. Freud's redefinition of sexuality to include its infantile forms led him to formulate the Oedipus complex as the central tenet of psychoanalytical theory. His analysis of dreams as wish-fulfillments provided him with models for the clinical analysis of symptom formation and the underlying mechanisms of repression. On this basis, Freud elaborated his theory of the unconscious and went on to develop a model of psychic structure comprising id, ego and super-ego. Freud postulated the existence of libido, sexualized energy with which mental processes and structures are invested and which generates erotic attachments, and a death drive, the source of compulsive repetition, hate, aggression, and neurotic guilt. In his later works, Freud developed a wide-ranging interpretation and critique of religion and culture.

Though in overall decline as a diagnostic and clinical practice, psychoanalysis remains influential within psychology, psychiatry, and psychotherapy, and across the humanities. It thus continues to generate extensive and highly contested debate concerning its therapeutic efficacy, its scientific status, and whether it advances or hinders the feminist cause. Nonetheless, Freud's work has suffused contemporary Western thought and popular culture. W. H. Auden's 1940 poetic tribute to Freud describes him as having created "a whole climate of opinion / under whom we conduct our different lives".

**(Video link below is 47:41 minutes long. It is a reading of this list of quotes)**

**Quotes from Sigmund Freud**

<https://www.youtube.com/watch?v=yRK9aXqB_-E&t=82s>

1. Unexpressed emotions will never die. They are buried alive and will come forth later in uglier ways.
2. One day, in retrospect, the years of struggle will strike you as the most beautiful.
3. In the small matters trust the mind, in the large ones the heart.
4. We choose not randomly each other. We meet only those who already exist in our subconscious.
5. Most people do not really want freedom, because freedom involves responsibility, and most people are frightened of responsibility.
6. Out of your vulnerabilities will come your strength.
7. We are what we are because we have been what we have been.
8. All family life is organized around the most damaged person in it.
9. Love is a state of temporary psychosis.
10. I have found little “good” about human beings. In my experience, most of them are trash.
11. The aim of psychoanalysis is to relieve people of their neurotic unhappiness so that they can be normally unhappy.
12. History is just new people making old mistakes.
13. The only shame in masturbation is the shame of not doing it well.
14. The only person with whom you have to compare ourselves, is that you in the past. And the only person better you should be, this is who you are now.
15. The mind is like an iceberg, it floats with one-seventh of its bulk above water.
16. I prefer the company of animals more than the company of humans. Certainly, a wild animal is cruel. But to be merciless is the privilege of civilized humans.
17. Time spent with cats is never wasted.
18. The only unnatural sexual behavior is none at all.
19. Knowledge is the intellectual manipulation of carefully verified observations.
20. Where they love they do not desire and where they desire they do not love.
21. Maturity is the ability to postpone gratification.
22. From error to error one discovers the entire truth.
23. Without love, we fall ill.
24. If you want your wife to listen to you, then talk to another woman; she will be all ears.
25. That which we can’t remember, we will repeat.
26. When inspiration does not come to me, I go halfway to meet it.
27. The unconscious of one human being can react upon that of another without passing through the conscious.
28. There is little that gives children greater pleasure than when a grown-up lets himself down to their level, renounces his oppressive superiority and plays with them as an equal.
29. Dreams are the royal road to the unconscious.
30. Where does a thought go when it’s forgotten?
31. Not to know the past is to be in bondage to it, while to remember, to know, is to be set free.
32. Two hallmarks of a healthy life are the abilities to love and to work. Each requires imagination.
33. To be completely honest with oneself is the very best effort a human being can make.
34. Words have a magical power. They can either bring the greatest happiness or the deepest despair.
35. Crystals reveal their hidden structure only when broken.
36. Neurosis is the inability to tolerate ambiguity.
37. Psychiatry is the art of teaching people how to stand on their own feet while reclining on couches.
38. I became aware of my destiny: to belong to the critical minority as opposed to the unquestioning majority.
39. Poets are masters of us ordinary men, in knowledge of the mind, because they drink at streams which we have not yet made accessible to science.
40. America is the most grandiose experiment the world has seen, but, I am afraid, it is not going to be a success.
41. When one does not have what one wants, one must want what one has.
42. When a man is freed of religion, he has a better chance to live a normal and wholesome life.
43. A man who has been the indisputable favorite of his mother keeps for life the feeling of a conqueror.
44. Were we to fully understand the reasons for other people’s behavior, it would all make sense.
45. The paranoid is never entirely mistaken.
46. Civilization began the first time an angry person cast a word instead of a rock.
47. If it’s not one thing, it’s your mother.
48. It is not attention that the child is seeking, but love.
49. The Irish are the one race for which psychoanalysis is of no use whatsoever… because they already live in a dream world.
50. How bold one gets when one is sure of being loved.
51. Dogs love their friends and bite their enemies, quite unlike people, who are incapable of pure love and always have to mix love and hate.
52. One must learn to give up momentary, uncertain and destructive pleasure for delayed, restrained, but dependable pleasure.
53. Whoever loves becomes humble. Those who love have, so to speak, pawned a part of their narcissism.
54. When someone abuses me I can defend myself, but against praise I am defenseless.
55. A woman should soften but not weaken a man.
56. Conservatism, however, is too often a welcome excuse for lazy minds, loath to adapt themselves to fast changing conditions.
57. Humanity is in the highest degree irrational, so that there is no prospect of influencing it by reasonable arguments. Against prejudice one can do nothing.
58. Being entirely honest with oneself is a good exercise.
59. In the depths of my heart I can’t help being convinced that my dear fellow-men, with a few exceptions, are worthless.
60. Love in the form of longing and deprivation lowers the self regard.
61. Dreams are constructed from the residue of yesterday.
62. All giving is asking, and all asking is an asking for love.
63. Psychoanalysis is in essence a cure through love.
64. Perception is less of a recording system and more of a protection system against external stimuli.
65. If you can’t do it, give up.
66. Perhaps the gods are kind to us, by making life more disagreeable as we grow older. In the end death seems less tolerable than the manifold burdens we carry.
67. The ego represents what we call reason and sanity, in contrast to the id which contains the passions.
68. None believes in his own death. In the unconscious everyone is convinced of his own immortality.
69. The news that reaches your consciousness is incomplete and often not to be relied on… Turn your eyes inward, look into your own depths, learn first to know yourself.
70. America is a mistake, a giant mistake.
71. My boy! Smoking is one of the greatest and cheapest enjoyments in life, and if you decide in advance not to smoke, I can only feel sorry for you.
72. Love and work, work and love… that’s all there is.
73. I’ve been a fortunate man in life, nothing has come easily.
74. Intolerance of groups is often, strangely enough, exhibited more strongly against small differences than against fundamental ones.
75. The goal of all life is death.
76. Flowers are restful to look at. They have neither emotions nor conflicts.
77. When a love-relationship is at its height there is no room left for any interest in the environment; a pair of lovers are sufficient to themselves.
78. Men are more moral than they think and far more immoral than they can imagine.
79. A strong egoism is a protection.
80. A madman is a dreamer awake.
81. I cannot think of any need in childhood as strong as the need for a father’s protection.
82. We are never so defenseless against suffering as when we love, never so forlornly unhappy as when we have lost our love object or its love.
83. I had the greatest respect for the authorities of my day – until I studied things for myself, and came to my own conclusions.
84. Religion belonged to the infancy of humanity. Now that humanity had come of age, it should be left behind.
85. Demons do not exist any more than gods do, being only the products of the psychic activity of man.
86. We are never so defenseless against suffering as when we love.
87. Children are completely egoistic; they feel their needs intensely and strive ruthlessly to satisfy them.
88. Dreams are often most profound when they seem the most crazy.
89. My love is something valuable to me which I ought not to throw away without reflection.
90. The intention that man should be happy is not in the plan of Creation.
91. A father’s death is the most important event, the more heartbreaking and poignant loss in a man’s life.
92. Words and magic were in the beginning one and the same thing, and even today words retain much of their magical power.
93. The sexual life of adult women is a “dark continent” for psychology.
94. The creative writer does the same as the child at play; he creates a world of fantasy which he takes very seriously.
95. Men are strong so long as they represent a strong idea, they become powerless when they oppose it.
96. Anxiety in children is originally nothing other than an expression of the fact they are feeling the loss of the person they love.
97. The behavior of a human being in sexual matters is often a prototype for the whole of his other modes of reaction in life.
98. Illusions commend themselves to us because they save us pain and allow us to enjoy pleasure instead.
99. Beauty has no obvious use; nor is there any clear cultural necessity for it. Yet civilization could not do without it.
100. One is very crazy when in love.
101. Toward the person who has died we adopt a special attitude: something like admiration for someone who has accomplished a very difficult task.
102. If you want to endure life, prepare yourself for death.
103. Instinct of love toward an object demands a mastery to obtain it, and if a person feels they can’t control the object or feel threatened by it, they act negatively toward it.
104. Humor is a means of obtaining pleasure in spite of the distressing effects that interface with it.
105. So in every individual the two trends, one towards personal happiness and the other unity with the rest of humanity, must contend with each other.
106. A civilization which leaves so large a number of its participants unsatisfied and drives then into revolt neither has nor deserves the prospect of a lasting existence.
107. I no longer count as one of my merits that I always tell the truth as much as possible; it has become my metier. (definition: Metier = trade, profession, occupation)
108. What good to us is a long life if it is difficult and barren of joys, and if it is so full of misery that we can only welcome death as a deliverer.
109. I am actually not at all a man of science, not an observer, not an experimenter, not a thinker. I am by temperament nothing but a conquistador.
110. The meager satisfaction that man can extract from reality leaves him starving.
111. Every normal person, in fact, is only normal on the average. His ego approximates to that of the psychotic in some part or other and to a greater or lesser extent.
112. Cruelty and intolerance to those who do not belong to it are natural to every religion.
113. In matters of sexuality we are at present, every one of us, ill or well, nothing but hypocrits.
114. Where questions of religion are concerned, people are guilty of every possible sort of dishonesty and intellectual misdemeanor.
115. The first human who hurled an insult instead of a stone was the founder of civilization,
116. If a man has been his mother’s undisputed darling he retains throughout life the triumphant feeling, the confidence in success, which not seldom brings actual success along with it.
117. Everywhere I go I find that a poet has been there before me.
118. Not all men are worthy of love.
119. I cannot face with comfort the idea of life without work; work and the free play of the imagination are for me the same thing, I take no pleasure in anything else.
120. Where id was, there ego shall be.
121. Whatever fosters the growth of civilization works at the same time against war.
122. We must love or we grow ill.
123. The idea of life having a purpose stands and falls with the religious system.
124. You wanted to kill your father in order to be your father yourself. Now you are your father, but a dead father.
125. Just as a cautious businessman avoids investing all his capital in one concern, so wisdom would probably admonish us also not to anticipate all our happiness from one quarter alone,
126. If youth knew; if age could.
127. There is a powerful force within us, an un-illuminated part of the mind – separate from the conscious mind that is constantly at work molding our thought, feelings, and actions,
128. Talk therapy turns hysterical misery to mundane unhappiness.
129. The ego is not master in its own house.
130. The world is no nursery.
131. Writing was in its origin, the voice of an absent person.
132. In human beings pure masculinity or femininity is not to be found either in a psychological or biological sense.
133. You can always make a lot of people love one another so long as there are a smaller number outside the group for them to kick.
134. Immorality, no less than morality, has at all times found support in religion.
135. Religion originates in the child’s and young mankind’s fears and need for help. It cannot be otherwise.
136. The poets and philosophers before me discovered the unconscious; what I discovered was the scientific method by which the unconscious can be studied.
137. The primitive stages can always be re-established; the primitive mind is, in the fullest meaning of the word, imperishable.
138. The true believer is in a high degree protected against the danger of certain neurotic afflictions; by accepting the universal neurosis he is spared the task of forming a personal neurosis.
139. What a distressing contrast there is between the radiant intelligence of the child and the feeble mentality of the average adult.
140. In mourning it is the world which has become poor and empty; in melancholia it is the ego itself.
141. We must not allow ourselves to be deflected by the feminists who are anxious to force us to regard the two sexes as completely equal in position and worth.
142. The interpretation of dreams is the royal road to a knowledge of the unconscious activities of the mind.
143. Sexuality is the key to the problem of the psychoneuroses and of the neuroses in general. No one who disdains the key will ever be able to unlock the door.
144. The doctor should be opaque to his patients and, like a mirror, should show them nothing but what is shown to him.
145. It is impossible to overlook the extent to which civilization is built upon a renunciation of instinct.
146. Might we not say that every child at play behaves like a creative writer, in that he creates a world of his own, or, rather, rearranges the things of his world in a new way which pleases him?
147. A man should not strive to eliminate his complexes but to get into accord with them: they are legitimately what directs his conduct in the world.
148. Just as no one can be forced into belief, so no one can be forced into unbelief.
149. Love and work are the cornerstones of our humanness.
150. We are so made that we can derive intense enjoyment only from a contrast.
151. Conscience is the internal perception of the rejection of a particular wish operating within us.
152. No neurotic harbors thoughts of suicide which are not murderous impulses against others redirected upon himself.
153. In the long run, nothing can withstand reason and experience, and the contradiction religion offers to both is palpable.
154. Sometimes a cigar is just a cigar.
155. The price of civilization is instinctual renunciation.
156. This is one race of people for whom psychoanalysis is of no use whatsoever.
157. Religious illusion must bow to scientific truth. It is in total error about the nature of the true world. Only science is not an illusion.
158. We know that the great majority of people have a strong need for authority which it can admire, to which it can submit, and which dominates and sometimes even ill-treats it.
159. When making a decision of minor importance, I have always found it advantageous to consider all the pros and cons.
160. Desire presses ever forward unsubdued.
161. The individual does actually carry on a double existence: one designed to serve his own purposes and another as a link in a chain, in which he serves against, or at any rate without, any volition of his own.
162. I had thought about cocaine in a kind of day-dream.
163. It is always possible to bind together a considerable number of people in love, so long as there are other people left over to receive the manifestations of their aggressiveness.
164. In the important decisions of personal life, we should be governed by the deep inner needs of our nature.
165. It is a predisposition of human nature to consider an unpleasant idea untrue, and then it is easy to find arguments against it.
166. The voice of reason is small, but very persistent.
167. Religion is an attempt to get control over the sensory world, in which we are placed, by means of the wish-world which we have developed inside us as a result of biological and psychological necessities.
168. A religion, even if it calls itself a religion of love, must be hard and unloving to those who do not belong to it.
169. When we share – that is poetry in the prose of life.
170. The price we pay for our advance in civilization is a loss of happiness through the heightening of the sense of guilt.
171. The virtuous man contents himself with dreaming that which the wicked man does in actual life.
172. Life as we find it is too hard for us; it entails too much pain, too many disappointments, impossible tasks. We cannot do without palliative remedies.
173. It is not so much that man is a herd animal, but that he is a horde animal led by a chief.
174. A strong egoism is a protection against disease, but in the last resort we must begin to love in order that we may not fall ill, and must fall ill if, in consequence of frustration, we cannot love.
175. Religion (is) a universal obsessional neurosis.
176. The most complicated achievements of thought are possible without the assistance of consciousness.
177. The psychical, whatever its nature may be, is itself unconscious.
178. The wish to be able to fly is to be understood as nothing else than a longing to be capable of sexual performance.
179. What is characteristic of illusions is that they are derived from human wishes.
180. Much of our highly valued cultural heritage has been acquired at the cost of sexuality.
181. A hero is a man who stands up manfully against his father and in the end victoriously overcomes him.
182. A belligerent state permits itself every such misdeed, every such act of violence, as would disgrace the individual.
183. It might be said of psychoanalysis that if you give it your little finger it will soon have your whole hand.
184. One must not be mean with the affections; what is spent of the fund is renewed in the spending itself.
185. Civilized society is perpetually menaced with disintegration through this primary hostility of men towards one another.
186. Opposition is not necessarily enmity.
187. Dreams are the guardians of sleep and not its disturbers.
188. He that has eyes to see and ears to hear may convince himself that no mortal can keep a secret. If his lips are silent, he chatters with his fingertips; betrayal oozes out of him at every pore.
189. The more the fruits of knowledge become accessible to men, the more widespread is the decline of religious belief.
190. All that matters is love and work.
191. When we attempt to imagine death, we perceive ourselves as spectators.
192. But the less a man knows about the past and the present the more insecure must prove to be his judgment of the future.
193. Civilized people have exchanged some part of their chances of happiness for a measure of security.
194. The inclination to aggression constitutes the greatest impediment to civilization.
195. The essence of analysis is surprise When people are themselves surprised by what they say, that’s when they are really making some progress.
196. Incidentally, why was it that none of all the pious ever discovered psycho-analysis? Why did it have to wait for a completely godless Jew?
197. But one thing about human beings puzzles me the most is their conscious effort to be connected with the object of their affection even if it kills them slowly within. ( I think this wording could be translated better as: “But the one thing about human beings which puzzles me the most is their conscious effort to be connected with the object of their affection even if it kills them from within.”)
198. The psychoanalysis of neurotics has taught us to recognize the intimate connection between wetting the bed and the character trait of ambition.
199. Smoking is indispensable if one has nothing to kiss.
200. He does not believe that does not live according to his belief.
201. If the truth of religious doctrines is dependent on an inner experience that bears witness to the truth, what is one to make of the many people who do not have that experience?
202. In some place in my soul, in a very hidden corner, I am a fanatical Jew. I am very much astonished to discover myself as such in spite of all efforts to be unprejudiced and impartial.
203. Concerning the factors of silence, solitude and darkness, we can only say that they are actually elements in the production of the infantile anxiety from which the majority of human beings have never become quite free.
204. We have long observed that every neurosis has the result, and therefore probably the purpose, of forcing the patient out of real life, of alienating him from actuality.
205. Like the physical, the psychical is not necessarily in reality what it appears to us to be.
206. A piece of creative writing, like a day-dream, is a continuation of, and a substitute for, what was once the play of childhood.
207. America is a mistake, admittedly a gigantic mistake, but a mistake nevertheless.
208. No one who, like me, conjures up the most evil of those half-tamed demons that inhabit the human breast, and seeks to wrestle with them can expect to come through the struggle unscathed.
209. The effect of the consolations of religion may be compared to that of a narcotic.
210. No, our science is no illusion. But an illusion it would be to suppose that what science cannot give us we can get elsewhere
211. Sadism is all right in its place, but it should be directed to proper ends.
212. I consider it a good rule for letter-writing to leave unmentioned what the recipient already knows, and instead tell him something new.
213. The dream unites the grossest contradictions, permits impossibilities, sets aside the knowledge that influences us by day, and exposes us as ethically and morally obtuse.
214. But the repressed merges into the id as well, and is merely a part of it. The repressed is only cut off sharply from the ego by the resistances of repression; it can communicate with the ego through the id.
215. By abolishing private property one deprives the human love of aggression.
216. There are no mistakes.
217. At bottom God is nothing more than an exalted father.
218. Neurosis is the result of a conflict between the ego and its id, whereas psychosis is the analogous outcome of a similar disturbance in the relation between the ego and the external world.
219. The conscious mind may be compared to a fountain playing in the sun and falling back into the great subterranean pool of the subconscious from which it rises
220. A love that does not discriminate seems to me to forfeit a part of its own value, by doing an injustice to its object; and secondly, not all men are worthy of love.
221. Only the real, rare, true scientific minds can endure doubt, which is attached to all our knowledge,
222. In the development of mankind as a whole, just as in individuals, love alone acts as the civilizing factor in the sense that it brings a change from egoism to altruism.
223. Tobacco is the only excuse for Columbus’s misadventure in discovering America.
224. I cannot face the idea of life without work. What would one do when ideas failed or words refused to come? It is impossible not to shudder at the thought.
225. I was making frequent use of cocaine at that time … I had been the first to recommend the use of cocaine, in 1885, and this recommendation had brought serious reproaches down on me.
226. Our unconscious, then, does not believe in its own death; it behaves as if it were immortal. It knows nothing that is negative; in it contradictories coincide.
227. Only a good-for-nothing is not interested in his past.
228. A certain degree of neurosis is of inestimable value as a drive, especially to a psychologist.
229. The poor ego has a still harder time of it; it has to serve three harsh masters, and it has to do its best to reconcile the claims and demands of all three.. the three tyrants are the external world, the superego, and the id.
230. Public self is a conditioned construct of the inner psychological self.
231. Now it is nothing but torture.
232. It is easy to see that the ego is that part of the id which has been modified by the direct influence of the external world.
233. In the last analysis the entire field of psychology may reduce to biological electrochemistry.
234. Where such men love they have no desire and where they desire they cannot love.
235. Yes, America is gigantic, but a gigantic mistake,
236. The motive forces of phantasies are unsatisfied wishes, and every single phantasy is the fulfillment of a wish, a correction of unsatisfying reality.
237. These patients have turned away from outer reality; it is for this reason that they are more aware than we of inner reality and can reveal to us things which without them would remain impenetrable,
238. No other technique for the conduct of life attaches the individual so firmly to reality as laying emphasis on work; for his work at least gives him a secure place in a portion of reality, in the human community.
239. Intelligence will be used in the service of the neurosis.
240. The game replaces sexual enjoyment by pleasure in movement,
241. The voice of the intellect is a soft one, but it does not rest until it has gained a hearing.
242. I am not aware, however, that patients suffering from traumatic neurosis are much occupied in their waking lives with memories of their accident. Perhaps they are more concerned with not thinking of it.
243. What is common in all these dreams is obvious. They completely satisfy wishes excited during the day which remain unrealized They are simply and undisguisedly realizations of wishes.
244. The dream acts as a safety-valve for the over-burdened brain.
245. There is to my mind no doubt that the concept of beautiful had its roots in sexual excitation and that its original meaning was sexually stimulating,
246. A string of reproaches against other people leads one to suspect the existence of a string of self-reproaches with the same content.
247. The goal towards which the pleasure principle impels us – of becoming happy – is not attainable: yet we may not – nay, cannot – give up the efforts to come nearer to realization of it by some means or other.
248. Man has, as it were, become a kind of prosthetic God. When he puts on all his auxiliary organs, he is truly magnificent; but those organs have not grown on him and they still give him much trouble at times.
249. Every man has a right over his own life and war destroys lives that were full of promise; it forces the individual into situations that shame his manhood, obliging him to murder fellow men, against his will.
250. After all, we did not invent symbolism; it is a universal age-old activity of the human imagination.
251. Religion is an illusion and it derives its strength from the fact that it falls in with our instinctual desires.
252. Loneliness and darkness have just robbed me of my valuables.
253. Opposition is not necessarily enmity; it is merely misused and made an occasion for enmity.
254. A state of consciousness is characteristically very transitory; an idea that is conscious now is no longer so a moment later, although it can become so again under certain conditions that are easily brought about.
255. Civilization has little to fear from educated people and brain-workers. In them the replacement of religious motives for civilized behaviors by other, secular motives, would proceed unobtrusively.
256. Dream is the dreamer’s own psychical act.
257. The psychic development of the individual is a short repetition of the course of development of the race.
258. An overwhelming majority of symbols in dreams are sexual symbols.
259. Christmas is the alcoholidays.
260. The rest of our enquiry is made easy because this God-Creator is openly called Father. Psycho-analysis concludes that he really is the father, clothed in the grandeur in which he once appeared to the small child.
261. The religions of mankind must be classed among the mass-delusions of this kind. No one, needless to say, who shares a delusion ever recognizes it as such.
262. Even if all parts of a problem seem to fit together like the pieces of a jigsaw puzzle, one has to remember that the probable need not necessarily be the truth and the truth not always probable.
263. We believe that civilization has been created under the pressure of the exigencies of life at the cost of satisfaction of the instincts.
264. It often seems that the poet’s derisive comment is not unjustified when he says of the philosopher: “With his nightcaps and the tatters of his dressing-gown he patches the gaps in the structure of the universe.”
265. The most ancient and important taboo prohibitions are the two basic laws of totemism: not to kill the totem animal and to avoid sexual intercourse with members of the totem clan of the opposite sex.
266. We know less about the sexual life of little girls than of boys. But we need not feel ashamed of this distinction; after all, the sexual life of adult women is a ‘dark continent’ for psychology.
267. Sexual morality – as society in its extreme form, the American, defines it – is contemptible. I advocate an incomparably freer sexual life.
268. I have an infamously low capacity for visualizing relationships, which made the study of geometry and all subjects derived from it impossible for me.
269. The whole life of instinct serves the one end of bringing about death.
270. The Mosaic religion had been a Father religion; Christianity became a Son religion. The old God, the Father, took second place; Christ, the Son, stood in His stead, just as in those dark times every son had longed to do.
271. The dream is the liberation of the spirit from the pressure of external nature, a detachment of the soul from the fetters of matter.
272. To endure life remains, when all is said, the first duty of all living being Illusion can have no value if it makes this more difficult for us.
273. It is unavoidable that if we learn more about a great man’s life, we shall also hear of occasions on which he has done no better than we, and has in fact come nearer to us as a human being.
274. My psychoanalysis has equipped you with the equivalent of a train ticket to recovery. It is now your decision whether or not you choose to make full use of it.
275. A transference neurosis corresponds to a conflict between ego and id, a narcissistic neurosis corresponds to that between between ego and super-ego, and a psychosis to that between ego and outer world.
276. It can be ventured to understand obsessive compulsive neurosis as the pathological counterpart of religious development, to define neurosis as an individual religiosity; to define religion as a universal obsessive compulsive neurosis.
277. The liberty of the individual is no gift of civilization. It was greatest before there was any civilization.
278. Neurotics complain of their illness, but they make the most of it, and when it comes to taking it away from them they will defend it like a lioness her young,
279. The genitals themselves have not undergone the development of the rest of the human form in the direction of beauty.
280. The communal life of human beings had … a two-fold foundation: the compulsion to work, which was created by external necessity, and the power of love.
281. It almost looks like analysis were the third of those ‘impossible’ professions in which one can be quite sure of unsatisfying results. The other two, much older-established, are the bringing up of children and the government of nations.
282. I regard myself as one of the most dangerous enemies of religion.
283. Thinking is an experimental dealing with small quantities of energy, just as a general moves miniature figures over a map before setting his troops in action,
284. What progress we are making. In the Middle Ages they would have burned me. Now they are content with burning my books.
285. I think that in general it is a good plan occasionally to bear in mind the fact that people were in the habit of dreaming before there was such a thing as psychoanalysis.
286. We are so constituted that we can gain intense pleasure only from the contrast, and only very little from the condition itself.
287. A collection to which nothing can be added and from which nothing can be removed is, in fact, dead!
288. Love can not be much younger than the lust for murder,
289. Lead us, Heavenly Father, lead us O’er the world’s tempestuous sea; Guard us, guide us, keep us, feed us, For we have no help but Thee.
290. If children could, if adults knew.
291. Hatred of Judaism is at bottom hatred of Christianity.
292. Civilization runs a greater risk if we maintain our present attitude to religion than if we give it up.
293. We should picture the instrument that carries our mental functioning as resembling a compound microscope or photographic apparatus.
294. The act of birth is the first experience of anxiety, and thus the source and prototype of the affect of anxiety.
295. Writers write for fame, wealth, power, and the love of women.
296. It is a great injustice to persecute homosexuality as a crime, and cruelty too.
297. We may say that hysteria is a caricature of an artistic creation, a compulsion neurosis a caricature of a religion, and a paranoic delusion a caricature of a philosophic system.
298. I do not think our successes can compete with those of Lourdes. There are so many more people who believe in the miracles of the Blessed Virgin than in the existence of the unconscious.
299. The three major mother gods of the Eastern populations seemed to be generating and destroying entities at the same time; both goddesses of life and fertility as well as goddesses of death
300. One must not be mean with affections; what is spent of the funds is renewed in the spending itself. Left untouched for too long, they diminish imperceptibly or the lock gets rusty; they are there all right but one cannot make use of them.
301. The defense against childish helplessness is what lends its characteristic features to the adult’s reaction to the helplessness which he has to acknowledge – a reaction which is precisely the formation of religion,
302. Neither in my private life nor in my writings, have I ever made a secret of being an out-and-out unbeliever.
303. This transmissibility of taboo is a reflection of the tendency, on which we have already remarked, for the unconscious instinct in the neurosis to shift constantly along associative paths on to new objects.
304. All the categories which we employ to describe conscious mental acts, such as ideas, purposes, resolutions, and so on, can be applied to these latent states.
305. Analogies, it is true, decide nothing, but they can make one feel more at home.
306. The transformation of object-libido into narcissistic libido which thus takes place obviously implies an abandonment of sexual aims, a desexualization – a kind of sublimation, therefore.
307. My way of working was different years ago. I used to wait until an idea came to me. Now I go half-way to meet it, though I don’t know whether I find it any the quicker.
308. I like to avoid concessions to faint-heartedness. One can never tell where that road may lead one; one gives way first in words, and then little by little in substance too.
309. I have never doubted that religious phenomena are only to be understood on the pattern of the individual neurotic symptoms familiar to us.
310. When the wayfarer whistles in the dark, he may be disavowing his timidity, but he does not see any the more clearly for doing so.
311. Only a rebuke that ‘has something in it’ will sting, will have the power to stir our feelings, not the other sort, as we know.
312. Adolescent stage in the development of the human race from which humanity should free itself.
313. The sexual wishes in regard to the mother become more intense and the father is perceived as an obstacle to them; this gives rise to the Oedipus complex.
314. Analysis does not set out to make pathological reactions impossible, but to give the patient’s ego freedom to decide one way or another.
315. An unrestricted satisfaction of every need presents itself as the most enticing method of conducting one’s life, but it means putting enjoyment before caution, and soon brings its own punishment.
316. One becomes gradually accustomed to a new realization of the nature of ‘happiness’: one has to assume happiness when Fate does not carry out all its threats simultaneously.
317. Religion: Something comparable to childhood neurosis.
318. I no longer believe that William Shakespeare the actor from Stratford was the author of the works that have been ascribed to him.
319. Religious doctrines … are all illusions, they do not admit of proof, and no one can be compelled to consider them as true or to believe in them.
320. Do you not know how uncontrolled and unreliable the average human being is in all that concerns sexual life?
321. Our fascination with gold is related to the fantasies of early childhood.
322. We must reckon with the possibility that something in the nature of the sexual instinct itself is unfavorable to the realization of complete satisfaction.

# **Quotes from Socrates, Greek Philosopher, 470BC-399BC**

Socrates was a Greek philosopher from Athens who is credited as the founder of Western philosophy and among the first moral philosophers of the ethical tradition of thought.[2] An enigmatic figure, Socrates authored no texts and is known mainly through the posthumous accounts of classical writers, particularly his students Plato and Xenophon. These accounts are written as dialogues, in which Socrates and his interlocutors examine a subject in the style of question and answer; they gave rise to the Socratic dialogue literary genre. Contradictory accounts of Socrates make a reconstruction of his philosophy nearly impossible, a situation known as the Socratic problem. Socrates was a polarizing figure in Athenian society. In 399 BC, he was accused of impiety and corrupting the youth. After a trial that lasted a day, he was sentenced to death. He spent his last day in prison, refusing offers to help him escape.

Plato's dialogues are among the most comprehensive accounts of Socrates to survive from antiquity. They demonstrate the Socratic approach to areas of philosophy including rationalism and ethics. The Platonic Socrates lends his name to the concept of the Socratic method, and also to Socratic irony. The Socratic method of questioning, or elenchus, takes shape in dialogue using short questions and answers, epitomized by those Platonic texts in which Socrates and his interlocutors examine various aspects of an issue or an abstract meaning, usually relating to one of the virtues, and find themselves at an impasse, completely unable to define what they thought they understood. Socrates is known for proclaiming his total ignorance; he used to say that the only thing he was aware of was his ignorance, seeking to imply that the realization of our ignorance is the first step in philosophizing.

Socrates exerted a strong influence on philosophers in later antiquity and has continued to do so in the modern era. Socrates was studied by medieval and Islamic scholars and played an important role in the thought of the Italian Renaissance, particularly within the humanist movement. Interest in Socrates continues unabated, as reflected in the works of Søren Kierkegaard and Friedrich Nietzsche. Depictions of Socrates in art, literature, and popular culture have made him a widely known figure in the Western philosophical tradition.

**Quotes from Socrates**

<https://www.azquotes.com/author/37865-Socrates>

1. Falling down is not a failure. Failure comes when you stay where you have fallen.
2. If you want to be wrong then follow the masses.
3. Awareness of ignorance is the beginning of wisdom.
4. I know nothing except the fact of my ignorance.
5. You don't know what you don't know.
6. The only true wisdom is in knowing you know nothing.
7. Wisdom is knowing what you don't know.
8. Wisest is he who knows he knows not.
9. True wisdom comes to each of us when we realize how little we understand about life, ourselves, and the world around us.
10. True wisdom lies in one's confession about the limits of one's knowledge.
11. I am very conscious that I am not wise at all.
12. Wisdom begins in wonder.
13. The beginning of wisdom is a definition of terms.
14. To know thyself is the beginning of wisdom.
15. Knowing thyself is the height of wisdom.
16. The secret of happiness, you see, is not found in seeking more, but in developing the capacity to enjoy less.
17. When the debate is lost, slander becomes the tool of the loser.
18. Most people, including ourselves, live in a world of relative ignorance. We are even comfortable with that ignorance, because it is all we know. When we first start facing truth, the process may be frightening, and many people run back to their old lives. But if you continue to seek truth, you will eventually be able to handle it better. In fact, you want more! It's true that many people around you now may think you are weird or even a danger to society, but you don't care. Once you've tasted the truth, you won't ever want to go back to being ignorant.
19. In every person there is a sun. Just let them shine.
20. He who is not contented with what he has, would not be contented with what he would like to have.
21. The greatest way to live with honor in this world is to be what we pretend to be.
22. We are what we repeatedly do. Excellence then is a habit.
23. I know that I am intelligent, because I know that I know nothing.
24. No one can teach, if by teaching we mean the transmission of knowledge, in any mechanical fashion, from one person to another. The most that can be done is that one person who is more knowledgeable than another can, by asking a series of questions, stimulate the other to think, and so cause him to learn for himself.
25. Do not grieve over someone who changes all of a sudden. It might be that he has given up acting and returned to his true self.
26. Remember, no human condition is ever permanent. Then you will not be overjoyed in good fortune nor too scornful in misfortune.
27. Get married, in any case. If you happen to get a good mate, you will be happy; if a bad one, you will become philosophical, which is a fine thing in itself.
28. Our lives are but specks of dust falling through the fingers of time. Like sands of the hourglass, so are the days of our lives.
29. I call myself a Peaceful Warrior... because the battles we fight are on the inside.
30. Sometimes you have to let go to see if there was anything worth holding onto.
31. Be the kind of person that you want people to think you are.
32. Lies are the greatest murder. They kill the Truth.
33. When you want success as badly as you want the air, then you will get it. There is no other secret of success.
34. To Believe without evidence and demonstration is an act of ignorance and folly.
35. There's no good answer to a question you didn't hear.
36. There are two kinds of disease of the soul, vice and ignorance.
37. Silence is a profound melody, for those who can hear it above all the noise.
38. To find yourself, think for yourself.
39. I am a Citizen of the World, and my Nationality is Goodwill.
40. There is no possession more valuable than a good and faithful friend.
41. I am a fool, but I know I'm a fool and that makes me smarter than you.
42. When a woman is allowed to become a man's equal, she becomes his superior.
43. It is better to suffer an injustice than to commit one.
44. Serenity, regularity, absence of vanity, sincerity, simplicity, veracity, equanimity, fixity, non-irritability, adaptability, humility, tenacity, integrity, nobility, magnanimity, charity, generosity, purity. Practice daily these eighteen "ities" You will soon attain immortality.
45. The only place where success comes before work is in the dictionary. There is only one good, “knowledge,” and one evil, “ignorance.”
46. It is better to make a mistake with full force of your being than to carefully avoid mistakes with a trembling spirit.
47. I know you won't believe me, but the highest form of Human Excellence is to question oneself and others.
48. We can do nothing without the body, let us always take care that it is in the best condition to sustain us.
49. Trust not a woman when she weeps, for it is her nature to weep when she wants her will.
50. The unexamined life is not worth living.
51. An unexamined life is a life of no account.
52. Not life, but good life, is to be chiefly valued." "It is not living that matters, but living rightly. The unexamined life is not worth living.
53. Understanding a question is half an answer.
54. Beware the barrenness of a busy life.
55. We are what we think we are.
56. The years wrinkle our skin, but lack of enthusiasm wrinkles our soul.
57. No citizen has a right to be an amateur in the matter of physical training... what a disgrace it is for a man to grow old without ever seeing the beauty and strength of which his body is capable.
58. Besides, it is a shame to let yourself grow old through neglect before seeing how you can develop the maximum beauty and strength of body; and you can have this experience if you are negligent, because these things don't normally happen by themselves.
59. If you would seek health, look first to the spine.
60. Exercise till the mind feels delight in reposing from the fatigue.
61. When our feet hurt, we hurt all over.
62. Obligation sends the children to bed on time, but love tucks the covers in around their necks and passes out kisses and hugs. Yesterday is about experience; tomorrow is about hope; today is about transitioning from one to the other. The happiest people on earth don't have the best of everything... they make the best of everything I cannot teach anybody anything, I can only make them think.
63. Do it because it's in your heart. Not because you want something in return. Employ your time in improving yourself by other men's writings, so that you shall gain easily what others have labored hard for.
64. Do not do to others what angers you if done to you by others.
65. This is a universe that does not favor the timid.
66. Why should we pay so much attention to what the majority thinks?
67. Nothing is so well learned as that which is discovered.
68. An education obtained with money is worse than no education at all.
69. To move the world, we must move ourselves.
70. The friend must be like money, that before you need it, the value is known.
71. How can you call a man free when his pleasures rule over him.
72. When I was young, I believed that life might unfold in an orderly way, according to my hopes and expectations. But now I understand that the Way winds like a river, always changing, ever onward. My journeys revealed that the Way itself creates the warrior; that every path leads to peace, every choice to wisdom. And that life has always been, and will always be, arising in Mystery.
73. Better to do a little well, than a great deal badly.
74. What is happening to our young people? They disrespect their elders; they disobey their parents. They ignore the law. They riot in the streets inflamed with wild notions. Their morals are decaying. What is to become of them?
75. Prefer knowledge to wealth, for the one is transitory, the other perpetual.
76. Marry or marry not, in any either case you'll regret it.
77. Do not go through life like leaf blown from here to there believing whatever you are told.
78. It is possible that a man could live twice as long if he didn't spend the first half of his life acquiring habits that shortens the other half.
79. He is the richest who is content with the least.
80. There is no learning without remembering.
81. The young people of today think of nothing but themselves. They have no reverence for parents or old age. They are impatient of all restraint. They talk as if they alone knew everything and what passes for wisdom with us is foolishness with them. As for girls, they are forward, immodest and unwomanly in speech, behavior and dress.
82. Improve yourself by other men's writings thus attaining effortlessly what they acquired through great difficulty.
83. All things in moderation, including moderation.
84. Every action has its pleasures and its price.
85. The more I learn, the less I realize I know.
86. The partisan when he is engaged in a dispute, cares nothing about the rights of the question, but is anxious only to convince his hearers of his own assertions.
87. Virtue is the beauty of the soul.
88. Beauty comes first. Victory is secondary. What matters is joy.
89. Beauty is a short-lived tyranny.
90. An honest man is always a child.
91. Bad men live that they may eat and drink, whereas good men eat and drink that they may live.
92. Worthless people live only to eat and drink; people of worth eat and drink only to live.
93. The rest of the world lives to eat, while I eat to live.
94. In childhood be modest, in youth temperate, in adulthood just, and in old age prudent.
95. My friend...care for your psyche...know thyself, for once we know ourselves, we may learn how to care for ourselves.
96. People learn more on their own rather than being force fed.
97. Whom do I call educated? First, those who manage well the circumstances they encounter day by day. Next, those who are decent and honorable in their intercourse with all men, bearing easily and good naturedly what is offensive in others and being as agreeable and reasonable to their associates as is humanly possible to be... those who hold their pleasures always under control and are not ultimately overcome by their misfortunes... those who are not spoiled by their successes, who do not desert their true selves but hold their ground steadfastly as wise and sober-minded men.
98. Four things belong to a judge: to hear courteously, to answer wisely, to consider soberly, and to decide impartially.
99. Admitting one's ignorance is the first step in acquiring knowledge.
100. If what you want to tell me is neither True nor Good nor even Useful, why tell it to me at all.
101. All wars are fought for the acquisition of wealth.
102. What most counts is not merely to live, but to live right.
103. The really important thing is not to live, but to live well. And to live well meant, along with more enjoyable things in life, to live according to your principles.
104. The first key to greatness is to be in reality what we appear to be.
105. Those who want the fewest things are nearest to the gods.
106. Young people nowadays love luxury; they have bad manners and contempt for authority. They show disrespect for old people... contradict their parents, talk constantly in front of company, gobble their food and tyrannize their teachers.
107. Let the questions be the curriculum.
108. The body cannot be cured without regard for the soul.
109. Be as you wish to seem.
110. All that I know is nothing - I'm not even sure of that.
111. A system of morality that is based on relative emotional values is a mere illusion, a thoroughly vulgar conception that has nothing sound in it and nothing true.
112. Do not be angry with me if I tell you the truth.
113. Flattery is like friendship in show, but not in fruit.
114. To harm another is to harm oneself.
115. One should never do wrong in return, nor mistreat any man, no matter how one has been mistreated by him.
116. It is never right to do wrong or to requite wrong with wrong, or when we suffer evil to defend ourselves by doing evil in return.
117. Whenever, therefore, people are deceived and form opinions wide of the truth, it is clear that the error has slid into their minds through the medium of certain resemblances to that truth.
118. Are you not ashamed of heaping up the greatest amount of money and honor and reputation, and caring so little about wisdom and truth and the greatest improvement of the soul?
119. The easiest and noblest way is not to be crushing others, but to be improving yourselves.
120. The soul, like the body, accepts by practice whatever habit one wishes it to contact.
121. All thinking begins with wondering.
122. To need nothing is divine, and the less a man needs the nearer does he approach to divinity.
123. My belief is that to have no wants is divine.
124. What a lot of things I don't need.
125. I love to go and see all the things I am happy without.
126. How many things are there which I do not want.
127. I don't care what people say about me. I do care about my mistakes.
128. It is not difficult to avoid death. It is much more difficult to avoid wickedness, for it runs faster than death.
129. Go wherever the facts lead.
130. Follow the argument wherever it leads.
131. Fame is the perfume of heroic deeds.
132. ...in the acquisition of this blessing human nature can find no better helper than Love. I declare that it is the duty of every man to honor “Love,” and I honor and practice the mysteries of Love in an especial degree myself, and recommend the same to others, and I praise the power and valor of Love to the best of my ability both now and always.
133. The perfect human being is all human beings put together, it is a collective, it is all of us together that make perfection.
134. Contentment is natural wealth.

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| Nobody knows what death is, nor whether to manit is perchance the greatest of blessings, yet people fear it as if they surely knewit to be the worse of evils. |

1. Happiness is unrepented pleasure.
2. By far the greatest and most admirable form of wisdom is that needed to plan and beautify cities and human communities.
3. Man's life is like a drop of dew on a leaf.
4. It is better to be at odds with the whole world than, being one, to be at odds with myself.
5. Let us follow the truth whither so ever it leads.
6. The highest realms of thought are impossible to reach without first attaining an understanding of compassion.
7. Pride divides the men, humility joins them.
8. You never know a line is crooked unless you have a straight one to put next to it.
9. The real danger in life is not death, but living an evil life.
10. If he who does not know kept silent, discord would cease.
11. No man undertakes a trade he has not learned, even the meanest; yet everyone thinks himself sufficiently qualified for the hardest of all trades, that of government.
12. There is no greater magnificence than to defeat oneself. That is the magnificence.
13. Fellow citizens, why do you burn and scrape every stone to gather wealth and take so little care of your children to whom you must one day relinquish all?
14. The misuse of language induces evil in the soul.
15. Man must rise above the Earth - to the top of the atmosphere and beyond - for only thus will he fully understand the world in which he lives.
16. An envious man waxeth lean with the fatness of his neighbors. Envy is the daughter of pride, the author of murder and revenge, the beginner of secret sedition and the perpetual tormentor of virtue. Envy is the filthy slime of the soul; a venom, a poison, or quicksilver which consumeth the flesh and drieth up the marrow of the bones.
17. When you want wisdom and insight as badly as you want to breathe, it is then you shall have it.
18. We shall be better, braver, and more active if we believe it right to look for what we don't know.
19. Slanderers do not hurt me because they do not hit me.
20. Since all of us desire to be happy, and since we evidently become so on account of our use—that is our good use—of other things, and since knowledge is what provides this goodness of use and also good fortune, every man must, as seems plausible, prepare himself by every means for this: to be as wise as possible. Right?
21. Listen not to a tale-bearer or slanderer, for he tells thee nothing out of good-will; but as he discovereth of the secrets of others, so he will of thine in turn.
22. The heart of the person before you is a mirror. See there your own form.
23. I have not sought during my life to amass wealth and to adorn my body, but I have sought to adorn my soul with the jewels of wisdom, patience, and above all with a love of liberty.
24. The life of which meaning one never ponders is not worth living.
25. Regard your good name as the richest jewel you can possibly be possessed of - for credit is like fire; when once you have kindled it you may easily preserve it, but if you once extinguish it, you will find it an arduous task to rekindle it again. The way to gain a good reputation is to endeavor to be what you desire to appear.
26. Be of good hope in the face of death. Believe in this one truth for certain, that no evil can befall a good man either in life or death, and that his fate is not a matter of indifference to the gods.
27. If one knows what is right, he will do it; nobody wants to be evil.
28. I am wiser than this man, for neither of us appears to know anything great and good; but he fancies he knows something, although he knows nothing; whereas I, as I do not know anything, so I do not fancy I do. In this trifling particular, then, I appear to be wiser than he, because I do not fancy I know what I do not know.
29. I am a citizen, not of Athens, or Greece, but of the world.
30. Be slow to fall into friendship; but when thou art in, continue firm & constant.
31. Only the knowledge that comes from inside is the real Knowledge.
32. In every one of us there are two ruling and directing principles, whose guidance we follow wherever they may lead; the one being an innate desire of pleasure; the other, an acquired judgment which aspires after excellence.
33. The cure of many diseases remains unknown to the physicians of Hellos (Greece) because they do not study the whole person.
34. Are not all things which have opposites generated out of their opposites?
35. It is best and easiest not to discredit others but to prepare oneself to be as good as possible.
36. If a man is proud of his wealth, he should not be praised until it is known how he employs it.
37. Only the extremely ignorant or the extremely intelligent can resist change.
38. I do nothing but go about persuading you all, old and young alike, not to take thought for your persons or your properties, but and chiefly to care about the greatest improvement of the soul.
39. If you can do only a little. Do what you can. What you cannot enforce, do not command.
40. Is it not, then, better to be ridiculous and friendly than clever and hostile?
41. Envy is the ulcer of the soul.
42. The understanding of mathematics is necessary for a sound grasp of ethics.
43. The hardest task needs the lightest hand or else its completion will not lead to freedom but to a tyranny much worse than the one it replaces.
44. The reason why we have to acquire wealth is the body, because we are slaves in its service.
45. From the deepest desires often come the deadliest hate.
46. The universe really is motion & nothing else.
47. Why should I resent it when an ass kicks me?
48. A multitude of books distracts the mind.
49. Wealth does not bring goodness, but goodness brings wealth and every other blessing, both to the individual and to the state.
50. Who knows if to live is to be dead, and to be dead, to live? And we really, it may be, are dead; in fact, I once heard sages say that we are now dead, and the body is our tomb.
51. Is there anyone to whom you entrust a greater number of serious matters than your wife? And is there anyone with whom you have fewer conversations?
52. A free soul ought not to pursue any study slavishly, for nothing that is learned under compulsion stays with the mind.
53. Through your rags I see your vanity.
54. If all the misfortunes of mankind were cast into a public stack in order to be equally distributed among the whole species, those who now think themselves the most unhappy would prefer the share they are already possessed of before that which would fall to them by such a division.
55. The best seasoning for food is hunger; for drink, thirst.
56. Wars and revolutions and battles are due simply and solely to the body and its desires. All wars are undertaken for the acquisition of wealth; and the reason why we have to acquire wealth is the body, because we are slaves in its service.
57. Let us reflect in this way, too, that there is good hope that death is a blessing, for it is one of two things: either the dead are nothing and have no perception of anything, or it is, as we are told, a change and a relocation for the soul from here to another place.
58. In all of us, even in good men, there is a lawless wild-beast nature, which peers out in sleep.
59. There is no illness of the body except for the mind
60. Nobody is qualified to become a statesman who is entirely ignorant of the problem of wheat.
61. When you propose ridiculous things to believe, too many men will choose to believe nothing at all.
62. The greatest blessing granted to mankind come by way of madness, which is a divine gift.
63. False language, evil in itself, infects the soul with evil.
64. The envious person grows lean with the fatness of their neighbor.
65. Musical training is a more potent instrument than any other, because rhythm and harmony find their way into the inward places of the soul, on which they mightily fasten, imparting grace, and making the soul of him who is rightly educated graceful, or of him who is ill-educated ungraceful.
66. The shortest and surest way to live with honor in the world, is to be in reality what we would appear to be, all human virtues increase and strengthen themselves by the practice and experience of them.
67. How can you wonder your travels do you no good, when you carry yourself around with you?
68. Death offers mankind a full view of truth.
69. God does not deal directly with man: it is by means of spirits that all the intercourse and communication of gods with men, both in waking life and in sleep, is carried on.
70. I must first know myself, as the Delphian inscription says; to be curious about that which is not my concern, while I am still in ignorance of my own self, would be ridiculous. And therefore I bid farewell to all this; the common opinion is enough for me. For, as I was saying, I want to know not about this, but about myself: am I a monster more complicated and swollen with passion than the serpent Typho, or a creature of a gentler and simpler sort, to whom Nature has given a diviner and lowlier destiny?
71. Fear of women love more than hate the man.
72. For this fear of death is indeed the pretense of wisdom, and not real wisdom, being the appearance of knowing the unknown; since no one knows whether death, which they in their fear apprehend to be the greatest evil, may not be the greatest good.
73. Whenever anyone informs us that he has found a man who knows all the arts, and all things else that anybody knows, and every single thing with a higher degree of accuracy than any other man - whoever tells us this, I think that we can only imagine him to be a simple creature who is likely to have been deceived by some wizard or actor whom he met, and whom he thought all-knowing, because he himself was unable to analyze the nature of knowledge and ignorance and imitation.
74. There is a doctrine whispered in secret that a man is a prisoner who has no right to open the door and run away; this is a great mystery which I do not quite understand.
75. The greatest flood has the soonest ebb; the sorest tempest the most sudden calm; the hottest love the coldest end; and from the deepest desire oftentimes ensues the deadliest hate.
76. They are not only idle who do nothing, but they are idle also who might be better employed.
77. He is a man of courage who does not run away, but remains at his post and fights against the enemy.
78. If a man comes to the door of poetry untouched by the madness of the Muses, believing that technique alone will make him a good poet, he and his sane compositions never reach perfection, but are utterly eclipsed by the performances of the inspired madman.
79. Why do you wonder that globetrotting does not help you, seeing that you always take yourself with you? The reason that set you wandering is ever at your heels.
80. I decided that it was not wisdom that enabled poets to write their poetry, but a kind of instinct or inspiration, such as you find in seers and prophets who deliver all their sublime messages without knowing in the least what they mean.
81. Wind buffs up empty bladders; opinion, fools.
82. Think not those faithful who praise all thy words and actions, but those who kindly reprove thy faults.
83. The poets are only the interpreters of the Gods.
84. Just as you ought not to attempt to cure eyes without head or head without body, so you should not treat body without soul.
85. Laws are not made for the good.
86. Remember what is unbecoming to do is also unbecoming to speak of.
87. Malice drinks up the greater part of its own poison.
88. What most counts is not merely to live, but to live right.
89. The invention of writing will produce forgetfulness in the minds of those who learn to use it, because they will not practice their memory. Their trust in writing, produced by external characters which are no part of themselves, will discourage the use of their own memory within them. You have invented an elixir not of memory, but of reminding; and you offer your pupils the appearance of wisdom, not true wisdom.
90. A man can no more make a safe use of wealth without reason than he can of a horse without a bridle.
91. Ordinary people seem not to realize that those who really apply themselves in the right way to philosophy are directly and of their own accord preparing themselves for dying and death.
92. The tongue of a fool is the key of his counsel, which, in a wise man, wisdom hath in keeping.
93. To use words and phrases in an easygoing manner without scrutinizing them too curiously is not in general a mark of ill-breeding. On the contrary, there is something low-bred in being too precise. But sometimes there is no help for it.
94. There is no difference between knowledge and temperance; for he who knows what is good and embraces it, who knows what is bad and avoids it, is learned and temperate.
95. I will not yield to any man contrary to what is right, for fear of death, even if I should die at once for not yielding.
96. And I say let a man be of good cheer about his soul. When the soul has been arrayed in her own proper jewels - temperance and justice, and courage, and nobility and truth - she is ready to go on her journey when the hour comes.
97. Where there is reverence there is fear, but there is not reverence everywhere that there is fear, because fear presumably has a wider extension than reverence.
98. A disorderly mob is no more an army than a heap of building materials is a house.
99. The uninitiated are those who believe in nothing except what they can grasp in their hands, and who deny the existence of all that is invisible.
100. Regard your good name as the richest jewel you can possibly be possessed of.
101. Either I do not corrupt the young or, if I do, it is unwillingly.

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There are 8 more webpages of quotes. That is about 175 more quotes.

# **Quotes from Stephen Hawking, Theoretical Physicist, Cosmologist, 1942-2018**

Stephen William Hawking was an English theoretical physicist, cosmologist, and author who, at the time of his death, was director of research at the Centre for Theoretical Cosmology at the University of Cambridge. Between 1979 and 2009, he was the Lucasian Professor of Mathematics at the University of Cambridge.

Hawking was born in Oxford, into a family of physicians. In October 1959, at the age of 17, he began his university education at University College, Oxford, where he received a first-class BA degree in physics. In October 1962, he began his graduate work at Trinity Hall, Cambridge, where in March 1966, he obtained his PhD degree in applied mathematics and theoretical physics, specialising in general relativity and cosmology. In 1963, Hawking was diagnosed with an early-onset slow-progressing form of motor neurone disease (amyotrophic lateral sclerosis – ALS, for short) that gradually, over the decades, paralysed him.[19][20] After the loss of his speech, he communicated through a speech-generating device initially through use of a handheld switch, and eventually by using a single cheek muscle.

Hawking's scientific works included a collaboration with Roger Penrose on gravitational singularity theorems in the framework of general relativity, and the theoretical prediction that black holes emit radiation, often called Hawking radiation. Initially, Hawking radiation was controversial. By the late 1970s and following the publication of further research, the discovery was widely accepted as a major breakthrough in theoretical physics. Hawking was the first to set out a theory of cosmology explained by a union of the general theory of relativity and quantum mechanics. He was a vigorous supporter of the many-worlds interpretation of quantum mechanics.

Hawking achieved commercial success with several works of popular science in which he discussed his theories and cosmology in general. His book A Brief History of Time appeared on the Sunday Times bestseller list for a record-breaking 237 weeks. Hawking was a Fellow of the Royal Society, a lifetime member of the Pontifical Academy of Sciences, and a recipient of the Presidential Medal of Freedom, the highest civilian award in the United States. In 2002, Hawking was ranked number 25 in the BBC's poll of the 100 Greatest Britons. He died on 14 March 2018 at the age of 76, after living with motor neurone disease for more than 50 years.

**Quotes from Stephen Hawking**

<https://www.azquotes.com/author/6401-Stephen_Hawking>

1. As a child, I wanted to know how things worked and to control them. With a friend, I built a number of complicated models that I could control. It was a natural next step to want to know how the universe works.
2. So remember to look up at the stars and not down at your feet. Try to make sense of what you see and hold on to that childlike wonder about what makes the universe exist.
3. One, remember to look up at the stars and not down at your feet. Two, never give up work. Work gives you meaning and purpose and life is empty without it. Three, if you are lucky enough to find love, remember it is there and don't throw it away.
4. My goal is simple. It is a complete understanding of the universe, why it is as it is and why it exists at all.
5. I want to know why the universe exists, why there is something greater than nothing.
6. It is said that there's no such thing as a free lunch. But the universe is the ultimate free lunch.
7. A lot of prizes have been awarded for showing the universe is not as simple as we might have thought.
8. [Question: What do you think was the most important physics idea to emerge this year?] We won't know for a few years.
9. We see the universe the way it is because we exist.
10. It is very important for young people keep their sense of wonder and keep asking why.
11. The universe doesn't allow perfection.
12. One of the basic rules of the universe is that nothing is perfect. Perfection simply doesn't exist...Without imperfection, neither you nor I would exist.
13. It is all right to make mistakes; nothing is perfect because with perfection, we would not exist.
14. So next time someone complains that you have made a mistake, tell him that may be a good thing. Because without imperfection, neither you nor I would exist.
15. Quiet people have the loudest minds.
16. The thing about smart people is that they seem like crazy people to dumb people.
17. I have noticed even people who claim everything is predestined, and that we can do nothing to change it, look before they cross the road.
18. It is my view that the simplest explanation is there is no God. No one created the universe and no one directs our fate. This leads me to a profound realization. There is probably no heaven, and no afterlife either. We have this one life to appreciate the grand design of the universe, and for that, I am extremely grateful.
19. The more you learn, the more you know. The more you know, the more you forget. The more you forget, the less you know. So why bother to learn.
20. Nothing is better than reading and gaining more and more knowledge.
21. The doctor who diagnosed me with ALS, or motor neuron disease, told me that it would kill me in two or three years.
22. When I was first diagnosed with ALS, I was given two years to live. Now 45 years later, I am doing pretty well.
23. Maybe I don't have the most common kind of motor neuron disease, which usually kills in two or three years.
24. I wouldn’t be here today if it were not for the NHS, I have received a large amount of high-quality treatment without which I would not have survived.
25. I don't have much positive to say about motor neuron disease, but it taught me not to pity myself because others were worse off, and to get on with what I still could do. I'm happier now than before I developed the condition.
26. What I have learned from life is to make the most of what you have got.
27. Half the battle is just showing up.
28. However difficult life may seem, there is always something you can do and succeed at.
29. Disability need not be an obstacle to success.
30. Disability can be no handicap.
31. No one can resist the idea of a crippled genius.
32. All my adult life people have been helping me.
33. At times, I get very lonely because people are afraid to talk to me or don't wait for me to write a response. I'm shy and tongue-tied at times. I find it difficult to talk to people who I don't know.
34. If I had to choose a superhero to be, I would pick Superman. He's everything that I'm not.
35. If one is physically disabled, one cannot afford to be psychologically disabled as well.
36. My advice to other disabled people would be, concentrate on things your disability doesn't prevent you doing well, and don't regret the things it interferes with. Don't be disabled in spirit, as well as physically.
37. I think those who have a terminal illness and are in great pain should have the right to choose to end their own life, and those that help them should be free from prosecution.
38. The downside of my celebrity is that I cannot go anywhere in the world without being recognized. It is not enough for me to wear dark sunglasses and a wig. The wheelchair gives me away.
39. Sometimes I wonder if I'm as famous for my wheelchair and disabilities as I am for my discoveries.
40. I have to speak through a computer... in my mind, I am free. Free to explore the universe and ask the big questions...
41. I have so much that I want to do. I hate wasting time.
42. We are only the temporary custodians of the particles which we are made of. They will go on to lead a future existence in the enormous universe that made them.
43. Intelligence is the ability to adapt to change.
44. I don't fear God - I fear His believers.
45. Go the extra mile. It makes your boss look like an incompetent slacker.
46. When something is made idiot proof, they will just make better idiots.
47. So Einstein was wrong when he said, "God does not play dice." Consideration of black holes suggests, not only that God does play dice, but that he sometimes confuses us by throwing them where they can't be seen.
48. Scientific discovery may not be better than sex, but the satisfaction lasts longer.
49. Science can lift people out of poverty and cure disease. That, in turn, will reduce civil unrest.
50. Is god omnipotent? If he is, can he create a rock so heavy he can't lift it?
51. To understand recursion, one must first understand recursion.
52. We are just an advanced breed of monkeys on a minor planet of a very average star. But we can understand the Universe. That makes us something very special.
53. I am just a child who has never grown up. I still keep asking these 'how' and 'why' questions. Occasionally, I find an answer.
54. A person who smiles in the face of adversity...probably has a scapegoat.
55. In Britain, like most of the developed world, stem-cell research is regarded as a great opportunity. America will be left behind if it doesn't change policy.
56. The human race is just a chemical scum on a moderate-sized planet, orbiting around a very average star in the outer suburb of one among a hundred billion galaxies. We are so insignificant that I can't believe the whole universe exists for our benefit. That would be like saying that you would disappear if I closed my eyes.
57. If at first you don't succeed, try management.
58. Succeed in spite of management.
59. Hang in there, retirement is only thirty years away!
60. It is not clear that intelligence has any long-term survival value.
61. It is reasonable to ask who or what created the universe, but if the answer is God, then the question has merely been deflected to that of who created God.
62. I'd say I don't believe in God, but I'm afraid He might hear me.
63. What was God doing before the divine creation? Was he preparing hell for people who asked such questions?
64. So when people ask me if I believe God created the universe, I tell them that the question itself makes no sense. Time didn't exist before the Big Bang, so there is no time for God to make the universe in. It's like asking for directions to the edge of the earth; the earth is a sphere, it doesn't have an edge, so looking for it is a futile exercise.
65. Nuclear weapons need large facilities, but genetic engineering can be done in a small lab. You can't regulate every lab in the world. The danger is that either by accident or design, we create a virus that destroys us.
66. Computer viruses are alive.
67. I think computer viruses should count as life.
68. Doing a job RIGHT the first time gets the job done. Doing the job WRONG fourteen times gives you job security.
69. One can't prove that God doesn't exist. But science makes God unnecessary. The laws of physics can explain the universe without the need for a creator.
70. Once I wept for I had no shoes. Then I met a man with no feet, so I took his shoes. I mean, it wasn't as if he was going to need them.
71. The wise never marry, and when they marry, they become otherwise.
72. I'm really easy to get along with once you see it my way.
73. The fact that no one understands you doesn't mean you're an artist.
74. One can see from space how the human race has changed the Earth. Nearly all of the available land has been cleared of forest and is now used for agriculture or urban development. The polar icecaps are shrinking and the desert areas are increasing. At night, the Earth is no longer dark, but large areas are lit up. All of this is evidence that human exploitation of the planet is reaching a critical limit. But human demands and expectations are ever-increasing. We cannot continue to pollute the atmosphere, poison the ocean and exhaust the land. There isn't any more available.
75. People who boast about their I.Q. are losers.
76. The human failing I would most like to correct is aggression. It may have had survival advantage in caveman days, to get more food, territory or a partner with whom to reproduce, but now it threatens to destroy us all.
77. People won't have time for you if you are always angry or complaining.
78. I like physics, but I love cartoons.
79. If time travel is possible, where are the tourists from the future?
80. If aliens visit us, the outcome would be much as when Columbus landed in America, which didn't turn out well for the Native Americans.
81. The real challenge is to work out what aliens might actually be like.
82. When I hear of Schrödinger's cat, I reach for my pistol.
83. The past, like the future, is indefinite and exists only as a spectrum of possibilities.
84. The development of full artificial intelligence could spell the end of the human race.
85. There is a real danger that computers will develop intelligence and take over.
86. There should be a better way to start a day than waking up every morning.
87. When the going gets tough, the tough take a coffee break.
88. I’m not religious in the normal sense. I believe the universe is governed by the laws of science. The laws may have been decreed by God, but God does not intervene to break the laws.
89. Nothing is fool-proof to a sufficiently talented fool.
90. Life would be tragic if it weren't funny.
91. I think the human race doesn't have a future if we don't go into space. We need to expand our horizons beyond planet Earth if we are to have a long-term future. We cannot remain looking inward at ourselves on a small and increasingly polluted and overcrowded planet. We need to look outward to the wider universe.
92. Time travel used to be thought of as just science fiction, but Einstein's general theory of relativity allows for the possibility that we could warp space-time so much that you could go off in a rocket and return before you set out.
93. It’s a crazy world out there. Be curious.
94. What I have done is to show that it is possible for the way the universe began to be determined by the laws of science. In that case, it would not be necessary to appeal to God to decide how the universe began. This doesn't prove that there is no God, only that God is not necessary.
95. Whether you want to uncover the secrets of the universe, or you just want to pursue a career in the 21st century, basic computer programming is an essential skill to learn.
96. Because there is a law such as gravity, the Universe can and will create itself from nothing.
97. Every man should marry. After all, happiness is not the only thing in life.
98. Love the neighbor. But don't get caught.
99. If you are lucky enough to find love, remember it is there and don't throw it away.
100. Women. They are a complete mystery.
101. Save water. Shower with your girlfriend.
102. Government works best under the glare of public scrutiny. Absent such scrutiny, abuses occur.
103. Work gives you meaning and purpose, life is empty without it.
104. I'm not afraid of death, but I'm in no hurry to die. I have so much I want to do first.
105. The "Powers That Be" are not smart enough to engineer Armageddon, but they may yet be stupid enough. If governments are involved in covering up the knowledge of aliens, then they are doing a much better job of it than they seem to do at anything else.
106. Of course it is possible that UFO's really do contain aliens as many people believe, and the government is hushing it up.
107. Although I cannot move, and I have to speak through a computer, in my mind, I am free.
108. I would rather be right than rigorous.
109. If what we regard as real depends on our theory, how can we make reality the basis of our philosophy? But we cannot distinguish what is real about the universe without a theory. It makes no sense to ask if it corresponds to reality, because we do not know what reality is independent of a theory.
110. Nothing cannot exist forever.
111. We are all now connected by the Internet, like neurons in a giant brain.
112. Success is a relative term. It brings so many relatives.
113. I may contradict myself, but at least I don't contradict myself.
114. Latest survey shows that 3 out of 4 people make up 75% of the world's population.
115. One is always a long way from solving a problem until one actually has the answer.
116. We are in danger of destroying ourselves by our greed and stupidity. We cannot remain looking inwards at ourselves on a small and increasingly polluted and overcrowded planet.
117. A theory is a good theory if it satisfies two requirements: it must accurately describe a large class of observations on the basis of a model that contains only a few arbitrary elements, and it must make definite predictions about the results of future observations.
118. Jesus loves you, but everyone else thinks you're an ass.
119. While there's life, there is hope.
120. Science is beautiful when it makes simple explanations of phenomena or connections between different observations.
121. The idea that we are alone in the universe seems to me completely implausible and arrogant, considering the number of planets and stars that we know exist, it's extremely unlikely that we are the only form of evolved life.
122. What I meant by 'we would know the mind of God' is, we would know everything that God would know, if there were a God. Which there isn't. I'm an atheist.
123. So long as the Universe had a beginning, we could suppose it had a creator. But if the Universe is really completely self-contained, it would have neither beginning or end, it would simply be. What place then for a creator?
124. Plagiarism saves time.
125. In the last 200 years the population of our planet has grown exponentially, at a rate of 1.9% per year. If it continued at this rate, with the population doubling every 40 years, by 2600 we would all be standing literally shoulder to shoulder.
126. It surprises me how disinterested we are today about things like physics, space, the universe and philosophy of our existence, our purpose, our final destination. It’s a crazy world out there. Be curious.
127. Do you ever wonder how much deeper the ocean would be without sponges?
128. If we can avoid disaster for the next two centuries, our species should be safe as we spread into space. If we are the only intelligent beings in the galaxy we should make sure we survive and continue. … Our only chance of long-term survival is not to remain inward looking on planet Earth but to spread out into space. We have made remarkable progress in the last hundred years. But if we want to continue beyond the next hundred years, our future is in space.
129. A picture is worth a thousand words...and uses up a thousand times the memory.
130. I have experimental evidence that time travel is not possible.
131. There is no prescribed route to follow to arrive at a new idea. You have to make the intuitive leap.
132. Ever since the dawn of civilization, people have not been content to see events as unconnected and inexplicable. They have craved an understanding of the underlying order in the world. Today we still yearn to know why we are here and where we came from. Humanity's deepest desire for knowledge is justification enough for our continuing quest. And our goal is nothing less than a complete description of the universe we live in.
133. Theology is unnecessary.
134. Science will win because it works.
135. Religion believes in miracles, but these aren't compatible with science.
136. Science can explain the universe without the need for a Creator.
137. I believe things cannot make themselves impossible.
138. For millions of years, mankind lived just like the animals. Then something happened which unleashed the power of our imagination. We learned to talk and we learned to listen.
139. The laws of science do not distinguish between the past and the future.
140. Most sets of values would give rise to universes that, although they might be very beautiful, would contain no one able to wonder at that beauty.
141. We have made remarkable progress in the last hundred years, but if we want to continue, our future is in space.
142. It is no good getting furious if you get stuck. What I do is keep thinking about the problem but work on something else. Sometimes it is years before I see the way forward. In the case of information loss and black holes, it was 29 years.
143. The meaning in life is not out there but inbetween our ears. In many ways this makes us the lords of creation.
144. There is no unique picture of reality.
145. Galileo, perhaps more than any other single person, was responsible for the birth of modern science.
146. Though we feel we can choose what we do, our understanding of the molecular basis of biology shows that biological processes are governed by the laws of physics and chemistry and therefore are as determined as the orbits of the planets.
147. I have lived with the prospect of an early death for the last 49 years. I'm not afraid of death, but I'm in no hurry to die. I have so much I want to do first. I regard the brain as a computer which will stop working when its components fail. There is no heaven or afterlife for broken down computers; that is a fairy story for people afraid of the dark.
148. I'm a child myself, in the sense that I'm still looking. Children are fascinated by black holes and ask me questions. I find they soon get the idea if it is explained in nontechnical language.
149. We live in the most probable of all possible worlds.
150. Because imaginary time behaves like another direction in space, histories in imaginary time can be closed surfaces, like the surface of the Earth, with no [existential] beginning or end.
151. I believe everyone should have a broad picture of how the universe operates and our place in it. It is a basic human desire. And it also puts our worries in perspective.
152. The world has changed far more in the past 100 years than in any other century in history. The reason is not political or economic but technological-technologies that flowed directly from advances in basic science. Clearly, no scientist better represents those advances than Albert Einstein: TIME's Person of the Century.
153. I'm here to chew gum and kick some ass, and I'm all out of gum.
154. We only have to look at ourselves to see how intelligent life might develop into something we wouldn't want to meet.
155. The human race does not have a very good record of intelligent behavior.
156. The rate of progress is so rapid that what one learns at school or university is always a bit out of date. Only a few people can keep up with the rapidly advancing frontier of knowledge, and they have to devote their whole time to it and specialize in a small area. The rest of the population has little idea of the advances that are being made or the excitement they are generating.
157. Time and space are finite in extent, but they don't have any boundary or edge. They would be like the surface of the earth, but with two more dimensions.
158. The universe and the Laws of Physics seem to have been specifically designed for us. If any one of about 40 physical qualities had more than slightly different values, life as we know it could not exist: Either atoms would not be stable, or they wouldn't combine into molecules, or the stars wouldn't form heavier elements, or the universe would collapse before life could develop, and so on...
159. The increase of disorder or entropy with time is one example of what is called an arrow of time, something that distinguishes the past from the future, giving a direction to time.
160. Or in other words, why does disorder increase in the same direction of time as that in which the universe expands?
161. There could be whole anti-worlds and anti-people made out of anti-particles. However, if you ever meet your anti-self, don't shake hands! You would both vanish in a great flash of light.
162. What could define God, [is thinking of God] as the embodiment of the laws of nature. However, this is not what most people would think of that God. They made a human-like being with whom one can have a personal relationship. When you look at the vast size of the universe and how insignificant an accidental human life is in it, that seems most impossible.
163. The life we have on Earth must have spontaneously generated itself. It must therefore be possible for life to generate spontaneously elsewhere in the universe.
164. Real science can be far stranger than science fiction and much more satisfying.
165. A few years ago, the city council of Monza, Italy, barred pet owners from keeping goldfish in curved bowls... saying that it is cruel to keep a fish in a bowl with curved sides because, gazing out, the fish would have a distorted view of reality. But how do we know we have the true, undistorted picture of reality?
166. Think of our DNA. In the last million years, our DNA hasn't changed at all. It's really much the same as it was in the jungle, a million, two million years ago. But in the last 200 years, our destructive capacities have increased many, many millions of times over. Why don't we see intelligent signals from outer space? Because in all likelihood, once the civilization reaches the point our civilization has reached, it destroys itself.
167. The idea of 10 dimensions might sound exciting, but they would cause real problems if you forget where you parked your car.
168. Because there is a law such as gravity, the Universe can and will create itself from nothing. Spontaneous creation is the reason there is something rather than nothing, why the Universe exists, why we exist. It is not necessary to invoke God to light the blue touch paper and set the Universe going.
169. Not to leave planet Earth would be like castaways on a desert island not trying to escape...Sending humans to other planets ... will shape the future of the human race in ways we don't yet understand, and may determine whether we have any future at all.
170. What is important is that we have the ability to create.
171. In A Brief History Of Time I used the word "God" like Einstein did as a shorthand for the laws of physics. However, this is not what most people mean by God, so I have decided not to use the term. The laws of physics can explain the universe without the need for a God.
172. Before we understand science, it is natural to believe that God created the universe. But now science offers a more convincing explanation.
173. If a superior alien civilization sent us a message saying, 'We'll arrive in a few decades', would we just reply, 'OK, call us when you get here - we'll leave the lights on'? Probably not - but this is more or less what is happening with AI.
174. I think [contacting an alien civilization] would be a disaster. The extraterrestrials would probably be far in advance of us. The history of advanced races meeting more primitive people on this planet is not very happy, and they were the same species. I think we should keep our heads low.
175. Our population and our use of the finite resources of planet Earth are growing exponentially, along with our technical ability to change the environment for good or ill. But our genetic code still carries the selfish and aggressive instincts that were of survival advantage in the past. It will be difficult enough to avoid disaster in the next hundred years, let alone the next thousand or million. Our only chance of long term survival, is not to remain inward looking on planet Earth, but to spread out into space.
176. One cannot really argue with a mathematical theorem.
177. I don't think the human race will survive the next thousand years, unless we spread into space. There are too many accidents that can befall life on a single planet. But I'm an optimist. We will reach out to the stars.
178. The beatings will continue until morale improves.
179. Money is not everything. There's Master card & Visa.
180. We think we have solved the mystery of creation. Maybe we should patent the universe and charge everyone royalties for their existence.
181. It would be very difficult to explain why the universe should have begun in just this way, except as the act of a God who intended to create beings like us.
182. Time travel may be possible, but it is not practical.
183. Then we shall... be able to take part in the discussion of the question of why it is that we and the universe exist. If we find the answer to that, it would be the ultimate triumph of human reason - for then we would know the mind of God.
184. Never put off the work till tomorrow what you can put off today.
185. I would like nuclear fusion to become a practical power source. It would provide an inexhaustible supply of energy, without pollution or global warming.
186. The laws of science, as we know them at present, contain many fundamental numbers, like the size of the electric charge of the electron and the ratio of the masses of the proton and the electron .... The remarkable fact is that the values of these numbers seem to have been finely adjusted to make possible the development of life.
187. Scientists have become the bearers of the torch of discovery in our quest for knowledge.
188. There is a fundamental difference between religion, which is based on authority, [and] science, which is based on observation and reason. Science will win because it works.
189. One should love animals. They are so tasty.
190. We don't let animals suffer, so why humans?
191. Only time - whatever that may be - will tell.
192. Evolution has ensured that our brains just aren't equipped to visualise 11 dimensions directly. However, from a purely mathematical point of view it's just as easy to think in 11 dimensions, as it is to think in three or four.
193. A snooze button is a poor substitute for no alarm clock at all.
194. Maybe I'm being a bit harsh on philosophers, but they have not been very kind to me... I have been variously called nominalist, an instrumentalist, a positivist, a realist, and several other ists. The technique seems refutation by denigration: If you can attach a label to my approach, you don't have to say what is wrong with it... I am sure that Einstein, Heisenberg and Dirac didn't worry about whether they were realists or instrumentalists.
195. One can imagine that God created the universe at literally any time in the past. On the other hand, if the universe is expanding, there may be physical reasons why there had to be a beginning. One could imagine that God created the universe at the instant of the big bang, or even afterwards in just such a way as to make it look as though there had been a big bang, but it would be meaningless to suppose that it was created before the big bang. An expanding universe does not preclude a creator, but it does place limits on when he might have carried out his job!
196. There should be no boundaries to human endeavor. However bad life may seem, there is always hope.
197. I've noticed that even people who believe in fate look both ways before crossing the street.
198. Science is not only a disciple of reason but, also, one of romance and passion.
199. It matters that you don't just give up.
200. I think the universe was spontaneously created out of nothing, according to the laws of science. It has no beginning and no end.
201. TEAMWORK...means never having to take all the blame yourself.
202. Bodies like the earth are not made to move on curved orbits by a force called gravity; instead, they follow the nearest thing to a straight path in a curved space, which is called a geodesic. A geodesic is the shortest (or longest) path between two nearby points.
203. The usual approach of science of constructing a mathematical model cannot answer the questions of why there should be a universe for the model to describe. Why does the universe go to all the bother of existing?
204. Many badly needed goals, like fusion and cancer cure, would be achieved much sooner if we invested more.
205. It is impossible to imagine a four-dimensional space. I personally find it hard enough to visualize a three-dimensional space!
206. Do you believe in first love - or should I pass by again?
207. Thirty years ago I was diagnosed with motor neurone disease, and given two and a half years to live. I have always wondered how they could be so precise about the half.
208. We waste time, so you don't have to.
209. No one undertakes research in physics with the intention of winning a prize. It is the joy of discovering something no one knew before.
210. Many people do not like the idea that time has a beginning, probably because it smacks of divine intervention. (The Catholic Church, on the other hand, seized on the big bang model and in 1951 officially pronounced it to be in accordance with the Bible.
211. One could imagine such technology outsmarting financial markets, out-inventing human researchers, out-manipulating human leaders, and developing weapons we cannot even understand.
212. It is a waste of time to be angry about my disability. One has to get on with life and I haven't done badly. People won't have time for you if you are always angry or complaining.
213. Keeping an active mind has been vital to my survival, as has been maintaining a sense of humor.
214. You may see a cup of tea fall off a table and break into pieces on the floor... But you will never see the cup gather itself back together and jump back on the table. The increase of disorder, or entropy, is what distinguishes the past from the future, giving a direction to time.
215. It's clearly possible for a something to acquire higher intelligence than its ancestors: we evolved to be smarter than our ape-like ancestors, and Einstein was smarter than his parents.
216. In a world that is in chaos politically, socially and environmentally, how can the human race sustain another 100 years?
217. The human capacity for guilt is such that people can always find ways to blame themselves.
218. Gravity is so strong that space is bent round onto itself, making it rather like the surface of the earth. If one keeps traveling in a certain direction on the surface of the earth, one never comes up against an impassable barrier or falls over the edge, but eventually comes back to where one started.
219. Even if there is only one possible unified theory, it is just a set of rules and equations. What is it that breathes fire into the equations and makes a universe for them to describe?
220. We are very, very small, but we are profoundly capable of very, very big things.
221. I want to encourage public interest in space. I have never let my condition stop me. You only live once.
222. [In the Universe it may be that] Primitive life is very common and intelligent life is fairly rare. Some would say it has yet to occur on Earth.
223. It was recently discovered that research causes cancer in rats.
224. Children in backseats cause accidents. Accidents in backseats cause children.
225. When two's company, three's the result!
226. If the rate of expansion one second after the Big Bang had been smaller by even one part in a hundred thousand million million, it would have recollapsed before it reached its present size. On the other hand, if it had been greater by a part in a million, the universe would have expanded too rapidly for stars and planets to form.
227. In fact, if one considers the possible constants and laws that could have emerged, the odds against a universe that produced life like ours are immense.
228. We are all different. There is no such thing as a standard or run-of-the-mill human being, but we share the same human spirit.
229. Humanities deepest desire for knowledge is justification enough for continuing our quest. and our goal is nothing less than a complete description of the universe we live in.
230. I am discounting the reports of UFOs. Why would they appear only to cranks and weirdos?
231. Why does the universe go to all the bother of existing?
232. Some people would claim that things like love, joy and beauty belong to a different category from science and can't be described in scientific terms, but I think they can now be explained by the theory of evolution.
233. A zero-gravity flight is a first step toward space travel.
234. What lies north of the North Pole?
235. I used to think information was destroyed in black hole. This was my biggest blunder, or at least my biggest blunder in science.
236. Science does not deny religion, it just offers a simpler alternative.
237. We should seek the greatest value of our action.
238. My expectations were reduced to zero when I was 21. Everything since then has been a bonus.
239. You cannot understand the glories of the universe without believing there is some Supreme Power behind it.
240. Speech has allowed the communication of ideas, enabling human beings to work together to build the impossible. Mankind's greatest achievements have come about by talking, and its greatest failures by not talking. It doesn't have to be like this. Our greatest hopes could become reality in the future. With the technology at our disposal, the possibilities are unbounded. All we need to do is make sure we keep talking.
241. I think the brain is essentially a computer and consciousness is like a computer program. It will cease to run when the computer is turned off. Theoretically, it could be re-created on a neural network, but that would be very difficult, as it would require all one's memories.
242. If everything in the universe depends upon everything else in a fundamental way, it might be impossible to get close to a full solution by investigating parts of the problem in isolation.
243. Everything that civilization has to offer is a product of human intelligence; we cannot predict what we might achieve when this intelligence is magnified by the tools that AI may provide, but the eradication of war, disease, and poverty would be high on anyone's list. Success in creating AI would be the biggest event in human history. Unfortunately, it might also be the last.
244. One might think this means that imaginary numbers are just a mathematical game having nothing to do with the real world. From the viewpoint of positivist philosophy, however, one cannot determine what is real. All one can do is find which mathematical models describe the universe we live in. It turns out that a mathematical model involving imaginary time predicts not only effects we have already observed but also effects we have not been able to measure yet nevertheless believe in for other reasons. So what is real and what is imaginary? Is the distinction just in our minds?
245. To confine our attention to terrestrial matters would be to limit the human spirit.
246. Simplicity is a matter of taste.
247. The radiation left over from the Big Bang is the same as that in your microwave oven but very much less powerful. It would heat your pizza only to minus 271.3\*C - not much good for defrosting the pizza, let alone cooking it.
248. It is generally recognized that women are better than men at languages, personal relations and multi-tasking, but less good at map-reading and spatial awareness. It is therefore not unreasonable to suppose that women might be less good at mathematics and physics.
249. What was God doing before the divine creation?
250. Among physicists, I'm respected, I hope.
251. We believe human beings have existed for only a small fraction of cosmic history, because human race has been improving so rapidly in knowledge and technology that if people had been around for millions of years, the human race would be much further along in its mastery.
252. Obviously, because of my disability, I need assistance. But I have always tried to overcome the limitations of my condition and lead as full a life as possible. I have traveled the world, from the Antarctic to zero gravity.
253. Being confined to a wheelchair doesn't bother me as my mind is free to roam the universe, but it felt wonderful to be weightless.
254. If you understand how the universe operates, you control it in a way.
255. We only have to look at ourselves to see how intelligent life might develop into something we wouldnt want to meet. I imagine they might exist in massive ships, having used up all the resources from their home planet. Such advanced aliens would perhaps become nomads, looking to conquer and colonize whatever planets they can reach.
256. We shouldn't be surprised that conditions in the universe are suitable for life, but this is not evidence that the universe was designed to allow for life. We could call order by the name of God, but it would be an impersonal God. There's not much personal about the laws of physics.
257. As we shall see, the concept of time has no meaning before the beginning of the universe. This was first pointed out by St. Augustine. When asked: What did God do before he created the universe? Augustine didn't reply: He was preparing Hell for people who asked such questions. Instead, he said that time was a property of the universe that God created, and that time did not exist before the beginning of the universe.
258. While physics and mathematics may tell us how the universe began, they are not much use in predicting human behavior because there are far too many equations to solve. I'm no better than anyone else at understanding what makes people tick, particularly women.
259. The universe does not behave according to our pre-conceived ideas. It continues to surprise us.
260. Someone told me that each equation I included in my book would halve the sales. I did put in one equation, Einstein's famous equation, E = MC squared. I hope that this will not scare off half of my potential readers.
261. I don't want to write an autobiography because I would become public property with no privacy left.
262. Why do we remember the past, but not the future?
263. I’m the archetype of a disabled genius, or should I say a physically challenged genius, to be politically correct. At least I’m obviously physically challenged. Whether I’m a genius is more open to doubt.
264. The question is: is the way the universe began chosen by God for reasons we can't understand, or was it determined by a law of science? I believe the second. If you like, you can call the laws of science 'God', but it wouldn't be a personal God that you could meet, and ask questions.
265. Equations are just the boring part of mathematics. I attempt to see things in terms of geometry.
266. It [AI] would take off on its own and redesign itself at an ever increasing rate. Humans, who are limited by slow biological evolution, couldn't compete and would be superseded.
267. The initial configuration of the universe may have been chosen by God, or it may itself have been determined by the laws of science. In either case, it would seem that everything in the universe would then be determined by evolution according to the laws of science, so it is difficult to see how we can be masters of our fate.
268. Everyone can enjoy a life of luxurious leisure if the machine-produced wealth is shared, or most people can end up miserably poor if the machine-owners successfully lobby against wealth redistribution.
269. God abhors a naked singularity.
270. It should soon be possible dramatically to increase the intelligence and life span of a few individuals. They and their offspring could become a master race. Evolution pays no regard to social justice. It was not fair on the Neanderthals they were replaced by modern humans.
271. Although quantum mechanics has been around for nearly 70 years, it is still not generally understood or appreciated, even by those that use it to do calculations.
272. Some individuals are better able than others to draw the right conclusions about the world about them and act accordingly. These individuals will be more likely to survive and reproduce so their pattern of behavior and thought will become dominant.
273. In his eyes shone the reflection of the most beautiful planet in the Universe---a planet that is not too hot and not too cold; that has liquid water on the surface and where the gravity is just right for human beings and the atmosphere is perfect for them to breathe; where there are mountains and deserts and oceans and islands and forests and trees and birds and plants and animals and insects and people---lots and lots of people. Where there is life. Some of it, possibly, intelligent.
274. If there really is a complete unified theory that governs everything, it presumably also determines your actions. But it does so in a way that is impossible to calculate for an organism that is as complicated as a human being. The reason we say that humans have free will is because we can't predict what they will do.
275. Why are we here? Where do we come from? Traditionally, these are questions for philosophy, but philosophy is dead.
276. I was not a good student. I did not spend much time at college; I was too busy enjoying myself.
277. In this way, Edwin Hubble worked out the distances to nine different galaxies. We now know that our galaxy is only one of some hundred thousand million that can be seen using modern telescopes, each galaxy itself containing some hundred thousand million stars.
278. The victim should have the right to end his life, if he wants. But I think it would be a great mistake. However bad life may seem, there is always something you can do, and succeed at. While there's life, there is hope.
279. Any physical theory is always provisional, in the sense that it is only a hypothesis: you can never prove it.
280. The lesson of the book is that the universe is governed by the laws of science.
281. The Simpsons is the best thing on American television.
282. People think I'm a Simpsons character.
283. In effect, we have redefined the task of science to be the discovery of laws that will enable us to predict events up to the limits set by the uncertainty principle.
284. Time travel was once considered scientific heresy, and I used to avoid talking about it for fear of being labelled a 'crank.'
285. I think those who have a terminal illness and are in great pain should have the right to choose to end their own life, and those that help them should be free from prosecution.
286. To my mathematical brain, the numbers alone make thinking about aliens perfectly rational.
287. We find ourselves in a bewildering world. We want to make sense of what we see around us and to ask: What is the nature of the universe? What is our place in it and where did it and we come from? Why is it the way it is?
288. Disorder increases with time because we measure time in the direction in which disorder increases.
289. Philosophers have not kept up with modern developments in science. Particularly physics.
290. Not to take this web of dualities as a sign we are on the right track would be a bit like believing that God put fossils into the rocks in order to mislead Darwin about the evolution of life.
291. There are no black holes - in the sense of regimes from which light can't escape to infinity. There are however apparent horizons which persist for a period of time.
292. I am damned if I'm going to die before I have unraveled more of the universe.
293. If the total energy of the universe must always remain zero, and it costs energy to create a body, how can a whole universe be created from nothing?
294. Maxwell is the physicist's physicist.
295. Over a very small number of rolls of the dice, the uncertainty principle is very important.
296. I believe that the long-term future of the human race must be space and that it represents an important life insurance for our future survival, as it could prevent the disappearance of humanity by colonizing other planets.
297. I enjoy all forms of music - pop, classical and opera.
298. Working with my father [Stephen Hawking ] is a great thrill - he has the amazing ability to hold enormous amounts of information in his head.
299. One big contribution my father [Stephen Hawking] has made is to show that having a disability does not bar you from leading a full and eventful life.
300. I think my dad [ Stephen Hawking] would have been pleased if I had turned out a scientist because he truly believes that is the most interesting career open to anyone. But he also believes that you have to follow your own path in life and so he certainly wasn't going to push me toward theoretical physics when it didn't look like I was going in that direction naturally.
301. Life on Earth is at the ever-increasing risk of being wiped out by a disaster, such as sudden global warming, nuclear war, a genetically engineered virus or other dangers. I think the human race has no future if it doesn't go into space. I therefore want to encourage public interest in space.
302. There are too many accidents that can befall life on a single planet.
303. One could say: "The boundary condition of the universe is that it has no boundary." The universe would be completely self-contained and not affected by anything outside itself. It would neither be created nor destroyed. It would just BE.
304. There ought to be something very special about the boundary conditions of the universe and what can be more special than that there is no boundary?
305. All of my life, I have been fascinated by the big questions that face us, and have tried to find scientific answers to them. If, like me, you have looked at the stars, and tried to make sense of what you see, you too have started to wonder what makes the universe exist.
306. Of course, it is possible that UFO's really do contain aliens as many people believe, and the government is hushing it up.
307. We each exist for but a short time, and in that time explore but a small part of the whole universe.
308. We've created life in our own image.
309. As those who have seen Jurassic Park will know, this means a tiny disturbance in one place, can cause a major change in another. A butterfly flapping its wings can cause rain in Central Park, New York. The trouble is, it is not repeatable. The next time the butterfly flaps its wings, a host of other things will be different, which will also influence the weather. That is why weather forecasts are so unreliable.
310. There is no way that we can predict the weather six months ahead beyond giving the seasonal average.
311. When I get to heaven I'm gonna find the guy in charge of the weather and kick his rear.
312. Just like a computer, we must remember things in the order in which entropy increases. This makes the second law of thermodynamics almost trivial. Disorder increases with time because we measure time in the direction in which disorder increases. You can't have a safer bet than that!
313. If we ever do find a complete theory of the universe, it would be a great triumph of human reason but it wouldn't leave much for us to do. We need an intellectual challenge.
314. This required abandoning the idea that there is a universal quantity called time that all clocks measure. Instead, everyone would have his own personal time. The clocks of two people would agree if they were at rest with respect to each other but not if they were moving. This has been confirmed by a number of experiments, including one in which an extremely accurate timepiece was flown around the world and then compared with one that had stayed in place. If you wanted to live longer, you could keep flying to the east so the speed of the plane added to the earth.
315. Now, radical forward thinking is offering hope for the future: Replacement body parts to order. A team of scientists in California believe that if you can design them on a computer, you should be able to print them out.
316. We shouldn't be surprised that conditions in the universe are suitable for life, but this is not evidence that the universe was designed to allow for life. We could call order by the name of God, but it would be an impersonal God. There's not much personal about the laws of physics.
317. Exploration by real people inspires us.
318. You can't regulate every lab in the world.
319. Issuing an insurance policy against abduction by aliens seems a pretty safe bet.
320. Using e-mail, I can communicate with scientists all over the world.
321. I have sold more books on physics than Madonna has on sex.[Hawking adopted this statement from a remark made to him by his former post-doc, Nathan Myhrvold.]
322. Please join me in applauding the ESA - European Space Agency’s historic efforts with the Rosetta Mission and landing a spacecraft on rotating comet. It may seem like a work of fiction, but it is very real, very impressive, and will help us to further uncover the mysteries surrounding the formation of the solar system. They made a beautiful short film using an imaginary landscape to illustrate today’s historic feat.
323. With genetic engineering, we will be able to increase the complexity of our DNA, and improve the human race. But it will be a slow process, because one will have to wait about 18 years to see the effect of changes to the genetic code. By contrast, computers double their speed and memories every 18 months. There is a real danger that computers will develop intelligence and take over. We urgently need to develop direct connections to the brain so that computers can add to human intelligence rather than be in opposition.
324. Unless mankind redesigns itself by changing our DNA through altering our genetic makeup, computer-generated robots will take over our world.
325. The whole history of science has been the gradual realization that events do not happen in an arbitrary manner, but that they reflect a certain underlying order, which may or may not be divinely inspired.
326. Science fiction can be exciting and very gripping, but it doesn't tell us anything about the universe in which we live.
327. There are plenty of dead scientists I admire, but I can't think of any living ones. This is probably because it is only in retrospect that one can see who made the important contributions.
328. When I was young, Stephen Hawking wasn't the world's most famous physicist. The fame didn't arrive until the publication of "A Brief History of Time," by which time I was in my late teens. When I was a child, he was well known among physicists, but they are a fairly select, serious bunch, not much given to celebrity idolizing.
329. Science predicts that many different kinds of universe will be spontaneously created out of nothing. It is a matter of chance which we are in.
330. So great a contribution to physics was “Two New Sciences” that scholars have long maintained that the book anticipated Isaac Newton's laws of motion.( Galileo set out his ideas about falling bodies, and about projectiles in general, in a book called “ Two New Sciences ”. The two were the science of motion, which became the foundation-stone of physics, and the science of materials and construction, an important contribution to engineering.)
331. The media need superheroes in science just as in every sphere of life, but there is really a continuous range of abilities with no clear dividing line.
332. Although September 11 was horrible, it didn't threaten the survival of the human race, like nuclear weapons do.
333. There is a very real danger that we will kill everything on this planet now that we have the technological power to do so.
334. It's the gravity that shapes the large scale structure of the universe, even though it is the weakest of four categories of forces
335. If it [the universe] was expanding fairly slowly, the force of gravity would cause it eventually to stop expanding and then to start contracting. However, if it was expanding at more than a certain critical rate, gravity would never be strong enough to stop it, and the universe would continue to expand forever.
336. One does not have to appeal to God to set the initial conditions for the creation of the universe, but if one does He would have to act through the laws of physics.
337. All that my work has shown is that you don't have to say that the way the universe began was the personal whim of God.
338. I think computer viruses should count as life ... I think it says something about human nature that the only form of life we have created so far is purely destructive. We've created life in our own image.
339. We got through all of Genesis and part of Exodus before I left. One of the main things I learned from this exercise was not to begin a sentence with "And." When I pointed out that most sentences in the Bible began with "And," I was told that English had changed since the time of King James. In that case, I argued, why make us read the Bible? But it was in vain. Robert Graves at that time was very keen on the symbolism and mysticism in the Bible.
340. I believe in universal health care. And I am not afraid to say so.
341. I think the next [21st] century will be the century of complexity. We have already discovered the basic laws that govern matter and understand all the normal situations. We don't know how the laws fit together, and what happens under extreme conditions. But I expect we will find a complete unified theory sometime this century. There is no limit to the complexity that we can build using those basic laws.
342. The moment you understand the whole Universe, is the moment you slightly begin to understand the way God's mind works.
343. [On President Bush's plan to get to Mars in 10 years] Stupid. Robots would do a better job and be much cheaper because you don't have to bring them back.
344. The intelligent beings in these regions should therefore not be surprised if they observe that their locality in the universe satisfies the conditions that are necessary for their existence. It is a bit like a rich person living in a wealthy neighborhood not seeing any poverty.
345. Perhaps we could write code to optimize code, then run that code through the code optimizer?
346. I put a lot of effort into writing 'A Briefer History' at a time when I was critically ill with pneumonia because I think that it's important for scientists to explain their work, particularly in cosmology. This now answers many questions once asked of religion.
347. What you have told us is rubbish. The world is really a flat plate supported on the back of a giant tortoise.
348. I do not believe in a personal God.
349. We explore because we are human and we want to know. I hope that Pluto will help us on that journey.
350. Chaos, when left alone, tends to multiply.
351. It is tribute to how far we have come in theoretical physics that it now takes enormous machines and a great deal of money to perform experiments whose results we cannot predict.
352. A million million million million (1 with twenty-four zeros after it) miles, the size of the observable universe.
353. There is nothing bigger or older than the universe.
354. In real time, the universe has a beginning and an end at singularities that form a boundary to space-time and at which the laws of science break down.
355. The progress of the human race in understanding the universe has established a small corner of order in an increasingly disordered universe.
356. I don't believe that the ultimate theory will come by steady work along existing lines. We need something new. We can't predict what that will be or when we will find it because if we knew that, we would have found it already!
357. For years, my early work with Roger Penrose seemed to be a disaster for science. It showed that the universe must have begun with a singularity, if Einstein's general theory of relativity is correct. That appeared to indicate that science could not predict how the universe would begin.
358. Only a very few would allow creatures like us to exist. Thus our presence selects out from this vast array only those universes that are compatible with our existence. Although we are puny and insignificant on the scale of the cosmos, this makes us in a sense the lords of creation.
359. "Sooner or later disasters such as an asteroid collision or a nuclear war could wipe us all out, But once we spread out into space and establish independent colonies, our future should be safe."
360. The human race shouldn't have all its eggs in one basket, or on one planet. Let's hope we can avoid dropping the basket until we have spread the load.
361. I'm very interested in film making. It's telling a story, fiction or non-fiction. I have been filmed quite a lot. Contrary to popular belief, filming isn't glamorous. It can be wearingly repetitious, as the same shot is taken over and over again.
362. Working with my father [Stephen Hawking ] is a great thrill - he has the amazing ability to hold enormous amounts of information in his head.
363. If you lined up all the cars in the world end to end, someone would try to pass them.
364. Observations indicate that the universe is expanding at an ever-increasing rate. It will expand forever, getting emptier and darker. Although the universe doesn’t have an end, it had a beginning in the Big Bang. One might ask what is before that but the answer is that there is nowhere before the Big Bang just as there is nowhere south of the South Pole.
365. If I have questions about the universe on my mind when I go to bed, I can't turn off. I dream equations all night.
366. If human life were long enough to find the ultimate theory, everything would have been solved by previous generations. Nothing would be left to be discovered.
367. If it were only a few degrees, that would be serious, but we could adapt to it. But the danger is the warming process might be unstable and run away. We could end up like Venus, covered in clouds and with the surface temperature of 400 degrees. It could be too late if we wait until the bad effects of warming become obvious. We need action now to reduce emission of carbon dioxide.
368. Observations indicate that the universe is expanding at an ever increasing rate. It will expand forever, getting emptier and darker.
369. But a machine that was powerful enough to accelerate particles to the grand unification energy would have to be as big as the Solar System - and would be unlikely to be funded in the present economic climate.
370. I want my books sold on airport bookstalls.
371. My first popular book, 'A Brief History of Time,' aroused a great deal of interest, but many found it difficult to understand.
372. [Question: Do you feel that scientists correct themselves as often as they should?] More often than politicians, but not as often as they should.
373. Eternity is a long time, especially towards the end.
374. There are grounds for cautious optimism that we may now be near the end of the search for the ultimate laws of nature.
375. The large-scale homogeneity of the universe makes it very difficult to believe that the structure of the universe is determined by anything so peripheral as some complicated molecular structure on a minor planet orbiting a very average star in the outer suburbs of a fairly typical galaxy.
376. Many people find the universe confusing - it's not.
377. There is no prescribed route to follow to arrive at a new idea. You have to make the intuitive leap. But the difference is that once you've made the intuitive leap you have to justify it by filling in the intermediate steps. In my case, it often happens that I have an idea, but then I try to fill in the intermediate steps and find that they don't work, so I have to give it up.
378. Our population and our use of the finite resources of planet Earth are growing exponentially, along with our technical ability to change the environment for good or ill.
379. Scientists tend to risk theories they admire.
380. I believe in the possible. I believe, small though we are, insignificant though we may be, we can reach a full understanding of the universe. You were right when you said you felt small, looking up at all that up there. We are very, very small, but we are profoundly capable of very, very big things.
381. If we do discover a complete theory, it should be in time understandable in broad principle by everyone. Then we shall all, philosophers, scientists, and just ordinary people be able to take part in the discussion of why we and the universe exist.
382. We are entering an increasingly dangerous period of our history. But I'm an optimist.
383. You cannot predict the future.

# **Quotes from Steve Jobs, Business Magnate, 1955-2011**

Steven Paul Jobs was an American entrepreneur, inventor, business magnate, media proprietor, and investor. He was the co-founder, chairman, and CEO of Apple; the chairman and majority shareholder of Pixar; a member of The Walt Disney Company's board of directors following its acquisition of Pixar; and the founder, chairman, and CEO of NeXT. He is widely recognized as a pioneer of the personal computer revolution of the 1970s and 1980s, along with his early business partner and fellow Apple co-founder Steve Wozniak.

Born in San Francisco to a Syrian father and a German-American mother, Jobs was adopted shortly after his birth. Jobs attended Reed College in 1972 before withdrawing that same year, and traveled through India in 1974 seeking enlightenment and studying Zen Buddhism. He and Wozniak co-founded Apple in 1976 to sell Wozniak's Apple I personal computer. Together, the duo gained fame and wealth a year later with the Apple II, one of the first highly successful mass-produced microcomputers. Jobs saw the commercial potential of the Xerox Alto in 1979, which was mouse-driven and had a graphical user interface (GUI). This led to the development of the unsuccessful Apple Lisa in 1983, followed by the breakthrough Macintosh in 1984, the first mass-produced computer with a GUI. The Macintosh introduced the desktop publishing industry in 1985 with the addition of the Apple LaserWriter, the first laser printer to feature vector graphics.

Jobs was forced out of Apple in 1985 after a long power struggle with the company's board and its then-CEO John Sculley. That same year, Jobs took a few Apple employees with him to found NeXT, a computer platform development company that specialized in computers for higher-education and business markets. In addition, he helped to develop the visual effects industry when he funded the computer graphics division of George Lucas's Lucasfilm in 1986. The new company was Pixar, which produced the first 3D computer animated feature film Toy Story (1995) and went on to become a major animation studio, producing over 20 films since.

Jobs became CEO of Apple in 1997, following the company's acquisition of NeXT. He was largely responsible for helping revive Apple, which had been on the verge of bankruptcy. He worked closely with English designer Jony Ive to develop a line of products that had larger cultural ramifications, beginning in 1997 with the "Think different" advertising campaign and leading to the Apple Store, App Store, iMac, iPad, iPod, iPhone, iTunes, and iTunes Store. In 2001, the original Mac OS was replaced with the completely new Mac OS X (now known as macOS), based on NeXT's NeXTSTEP platform, giving the OS a modern Unix-based foundation for the first time. Jobs was diagnosed with a pancreatic neuroendocrine tumor in 2003. He died of respiratory arrest related to the tumor at age 56 on October 5, 2011.

**Quotes from Steve Jobs**

<https://www.azquotes.com/author/7449-Steve_Jobs>

1. Each dream you leave behind is a part of your future that will no longer exist.
2. Let's go invent tomorrow...
3. Let's make a dent in the universe.
4. We're here to make a dent in the universe. Otherwise, why even be here? We're creating a completely new consciousness, like an artist or a poet. That’s how you have to think of this. We're rewriting the history of human thought with what we're doing.
5. The people who built Silicon Valley were engineers. They learned business, they learned a lot of different things, but they had a real belief that humans, if they worked hard with other creative, smart people, could solve most of humankind's problems. I believe that very much.
6. It doesn’t make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do.
7. You need to have a collaborative hiring process.
8. Find people who are competent and really bright, but more importantly, people who care exactly about the same things you care about.
9. I'm an optimist in the sense that I believe humans are noble and honorable, and some of them are really smart. I have a very optimistic view of individuals.
10. Do your best at every job. Don't sleep! Success generates more success so be hungry for it. Hire good people with a passion for excellence.
11. If you don't cannibalize yourself, someone else will.
12. A lot of time, people don't do great things becoz' great things really aren't expected of them.
13. Without passion, any rational person would give up!
14. I'm convinced that about half of what separates successful entrepreneurs from the non-successful ones is pure perseverance.
15. The problem with the Internet startup craze isn't that too many people are starting companies; it's that too many people aren't sticking with it. That's somewhat understandable, because there are many moments that are filled with despair and agony, when you have to fire people and cancel things and deal with very difficult situations. That's when you find out who you are and what your values are.
16. You're already naked. There is no reason not to follow your heart.
17. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. The things I've done in my life have required a lot of years of work before they took off.
18. The important point is to not just follow your passion but something larger than yourself.
19. You have to be burning with "an idea, or a problem, or a wrong that you want to right." If you're not passionate enough from the start, you'll never stick it out.
20. When you're doing something for yourself, or your best friend or family, you're not going to cheese out. If you don't love something, you're not going to go the extra mile, work the extra weekend, challenge the status quo as much.
21. It's very simple: The more successful you are, the more you'll earn. But if you're not successful, you will not earn a dime.
22. My passion has been to build an enduring company where people were motivated to make great products. Everything else was secondary. Sure, it was great to make a profit, because that was what allowed you to make great products. But the products, not the profits were the motivation.
23. That's what Walt Disney did, and Hewlett and Packard, and the people who built Intel. They created a company to last, not just to make money. That's what I want Apple to be.
24. It is hard to think that a $2 billion company with 4,300-plus people couldn't compete with six people in blue jeans.
25. Apple's goal isn't to make money. Our goal is to design and develop and bring to market good products... We trust as a consequence of that, people will like them, and as another consequence, we'll make some money. But we're really clear about what our goals are.
26. Our goal is to make the best devices in the world, not to be the biggest.
27. At Apple, people are putting in 18-hour days. We attract a different type of person—a person who doesn’t want to wait five or ten years to have someone take a giant risk on him or her. Someone who really wants to get in a little over his head and make a little dent in the universe. We are aware that we are doing something significant. We’re here at the beginning of it and we’re able to shape how it goes. Everyone here has the sense that right now is one of those moments when we are influencing the future.
28. It's not about charisma and personality, it's about results and products and those very bedrock things that are why people at Apple and outside of Apple are getting more excited about the company and what Apple stands for and what its potential is to contribute to the industry.
29. The system is that there is no system. That doesn't mean we don't have process. Apple is a very disciplined company, and we have great processes. But that's not what it's about. Process makes you more efficient.
30. Some mistakes will be made along the way. That's good. Because some decisions are being made along the way. We'll find the mistakes. We'll fix them.
31. Companies must have a noble cause, and it's the leader’s job to transform that noble cause into such an inspiring vision, that it will attract the most talented people in the world to want to join it.
32. Manage the top line: your strategy, your people, and your products, and the bottom line will follow.
33. Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.
34. My job is to make the whole executive team good enough to be successors, so that's what I try to do.
35. That's my job - to make sure everything is great.
36. My job is to not be easy on people. My job is to make them better. My job is to pull things together from different parts of the company and clear the ways and get the resources for the key projects. And to take these great people we have and to push them and make them even better, coming up with more aggressive visions of how it could be.
37. So when a good idea comes, you know, part of my job is to move it around, just see what different people think, get people talking about it, argue with people about it, get ideas moving among that group of 100 people, get different people together to explore different aspects of it quietly, and, you know – just explore things.
38. I have a great respect for incremental improvement, and I've done that sort of thing in my life, but I've always been attracted to the more revolutionary changes. I don't know why. Because they're harder. They're much more stressful emotionally. And you usually go through a period where everybody tells you that you've completely failed.
39. Don’t let the noise of others’ opinions drown out your own inner voice.
40. If you define the problem correctly, you almost have the solution.
41. Great things in business are never done by one person, they're done by a team of people.
42. A-plus players like to work together and they don't like it if you tolerate B work.
43. A small team of A+ players can run circles around a giant team of B and C players.
44. My model for business is The Beatles. They were four guys who kept each other kind of negative tendencies in check. They balanced each other and the total was greater than the sum of the parts. That's how I see business: great things in business are never done by one person, they're done by a team of people.
45. Ask for feedback from people with diverse backgrounds. Each one will tell you one useful thing. If you're at the top of the chain, sometimes people won't give you honest feedback because they're afraid. In this case, disguise yourself, or get feedback from other sources.
46. Your time on this earth is limited, don’t live someone else's life, live by your vision.
47. Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma - which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition.
48. Intuition is a very powerful thing, more powerful than intellect.
49. Coming back to America was, for me, much more of a culture shock than going to India. The people in the Indian countryside don't use their intellect like we do, they use their intuition instead, and their intuition is far more developed than in the rest of the world. Intuition is a very powerful thing, more powerful than intellect in my opinion. That's had a big impact on my work.
50. You've got to find what you love. And that is as true for your work as it is for your lovers.
51. Love what you do...Don't settle
52. Your work is going to fill a large part of your life... so love what you do. Your time is limited. Don't waste it.
53. Life can be much broader. You can embrace it, change it, improve it, make your mark upon it.
54. The minute that you understand that you can poke life and actually something will pop out the other side, that you can change it, you can mold it. That's maybe the most important thing. It's to shake off this erroneous notion that life is there and you're just gonna live in it, versus embrace it, change it, improve it, make your mark upon it. I think that's very important and however you learn that, once you learn it, you'll want to change life and make it better, cause it's kind of messed up, in a lot of ways. Once you learn that, you'll never be the same again.
55. You are all over the map, figure out the top 5 things you want to focus on and get rid of the rest.
56. Do not try to do everything. Do one thing well.
57. Innovation is the only way to win.
58. You can't win on innovation unless you have a way to communicate it to customers.
59. Innovation is the ability to see change as an opportunity - not a threat.
60. Innovation distinguishes between a leader and a follower.
61. Focusing is about saying No.
62. People think focus means saying yes to the thing you've got to focus on. But that's not what it means at all. It means saying no to the hundred other good ideas that there are. You have to pick carefully. I'm actually as proud of the things we haven't done as the things I have done. Innovation is saying no to 1,000 things.
63. The hardest thing when you think about focusing. You think focusing is about saying "Yes." No. Focusing is about saying "No." And when you say "No," you piss off people.
64. Innovation is usually the result of connections of past experiences. But if you have the same experiences as everyone else, you are unlikely to look in a different direction.
65. But innovation comes from people meeting up in the hallways or calling each other at 10:30 at night with a new idea, or because they realized something that shoots holes in how we've been thinking about a problem.
66. The most important decisions you make are not the things you do, but the things you decide not to do.
67. Simplicity is the ultimate sophistication. It takes a lot of hard work to make something simple, to truly understand the underlying challenges and come up with elegant solutions. [...] It's not just minimalism or the absence of clutter. It involves digging through the depth of complexity. To be truly simple, you have to go really deep. [...] You have to deeply understand the essence of a product in order to be able to get rid of the parts that are not essential.
68. The real art is knowing what to leave out, not what to put in.
69. That's been one of my mantras - focus and simplicity. Simple can be harder than complex: You have to work hard to get your thinking clean to make it simple. But it's worth it in the end because once you get there, you can move mountains.
70. When you first start off trying to solve a problem, the first solutions you come up with are very complex, and most people stop there. But if you keep going, and live with the problem and peel more layers of the onion off, you can often times arrive at some very elegant and simple solutions.
71. Deciding what not to do is as important as deciding what to do.
72. Learn continually - there's always "one more thing" to learn!
73. Focus and simplicity...once you get there, you can move mountains.
74. Your customers don't care about you. They don't care about your product or service. They care about themselves, their dreams, their goals. Now, they will care much more if you help them reach their goals, and to do that, you must understand their goals, as well as their needs and deepest desires.
75. Your customers dream of a happier and better life. Don't move products. Instead, enrich lives.
76. The only way to be truly satisfied is to do what you believe is great work.
77. Everything is based on a simple rule: Quality is the best business plan, period.
78. We don't settle for anything less than excellence.
79. When you're a carpenter making a beautiful chest of drawers, you're not going to use a piece of plywood on the back, even though it faces the wall and nobody will ever see it. You'll know it's there, so you're going to use a beautiful piece of wood on the back.
80. For you to sleep well at night, the aesthetic, the quality, has to be carried all the way through.
81. Quality is more important than quantity. One home run is much better than two doubles.
82. When you start looking at a problem and it seems really simple, you don't really understand the complexity of the problem. Then you get into the problem, and you see that it's really complicated, and you come up with all these convoluted solutions. That's sort of the middle, and that's where most people stop... But the really great person will keep on going and find the key, the underlying principle of the problem - and come up with an elegant, really beautiful solution that works.
83. Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it.
84. If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you.
85. In the first 30 years of your life, you make your habits. For the last 30 years of your life, your habits make you.
86. To go forward you have to leave something behind.
87. Life is about creating and living experiences that are worth sharing.
88. The most precious resource we have is time.
89. My favorite things in life don't cost any money. It's really clear that the most precious resource we all have is time.
90. To me, ideas are worth nothing unless executed. They are just a multiplier. Execution is worth millions.
91. If you don't have a passion, you'll give up.
92. You can tell a lot about a person by who his or her heroes are.
93. By honoring the lives of those we admire, we make our own values known.
94. Let's go invent tomorrow instead of worrying about what happened yesterday.
95. If you keep your eye on the profit, you’re going to skimp on the product. But if you focus on making really great products, then the profits will follow.
96. Most people do not ever pick up the phone. They never ask, and that is what separates the people that do things from the people that just dream about them. You have to act, and you have to be willing to fail. You have to be willing to crash and burn, because if you are afraid of failing, you will not get very far.
97. Sometimes life's going to hit you in the head with a brick. Don't lose faith. I'm convinced that the only thing that kept me going was that I loved what I did.
98. You have to trust that the dots will somehow connect in your future... The only way to do great work is to love what you do. If you haven’t found it yet, keep looking. Don’t settle. As with all matters of the heart, you’ll know when you find it... Have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.
99. Again, you can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. You have to trust in something - your gut, destiny, life, karma, whatever. This approach has never let me down, and it has made all the difference in my life.
100. A lot of people in our industry haven't had very diverse experiences. So they don't have enough dots to connect, and they end up with very linear solutions without a broad perspective on the problem. The broader one's understanding of the human experience, the better design we will have.
101. The most powerful person in the world is the story teller. The storyteller sets the vision, values and agenda of an entire generation that is to come.
102. The people who are crazy enough to think they can change the world are the ones who do.
103. Don't be afraid, you can do it.
104. Here's to the crazy ones, the misfits, the rebels, the troublemakers, the round pegs in the square holes... the ones who see things differently - they're not fond of rules... You can quote them, disagree with them, glorify or vilify them, but the only thing you can't do is ignore them because they change things... they push the human race forward, and while some may see them as the crazy ones, we see genius, because the ones who are crazy enough to think that they can change the world, are the ones who do.
105. We believe people with passion can change the world for the better. That's what we believe. And we believe that those people who are crazy enough to think they can change the world are the ones that actually do.
106. Strategy is figuring out what not to do.
107. You can't look at the competition and say you're going to do it better. You have to look at the competition and say you're going to do it differently.
108. Follow your heart, but check it with your head.
109. Start small, think big. Don’t worry about too many things at once. Take a handful of simple things to begin with, and then progress to more complex ones. Think about not just tomorrow, but the future. Put a ding in the universe.
110. Don't just live a life; build one.
111. Have the courage to follow your heart and intuition.
112. Be a yardstick of quality. Some people aren't used to an environment where excellence is expected.
113. Customers don't measure you on how hard you tried, they measure you on what you deliver.
114. If you're afraid of failing you won't get very far.
115. Whatever you do, you must never let the voice in your head control the brain in your heart.
116. Believe things will work out. How was I ever to know that the girl who broke my heart in university would lead to my soulmate? How was I to know that the ‘dream job’ I was rejected from out of college would lead me to a year of entrepreneurship and adventure in Spain? How was I to know that taking a miserable job back in the states would be just the push I needed to vow to never do something I wasn’t passionate about again? Everything works out. I mean everything. As long as you believe it will. When you do, you will find the silver lining. That will take you to the next level.
117. Have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.
118. When you grow up, you tend to get told that the world is the way it is, and your life is just to live your life inside the world. Try not to bash into the walls too much. Try to have a nice family life. Have fun, save a little money. That's a very limited life. Life can be much broader, once you discover one simple fact, and that is everything around that you call life was made up by people who were no smarter than you. And you can change it. You can influence it. You can build your own things that other people can use. Once you learn that, you'll never be the same again.
119. If you want to hire great people and have them stay, you have to be run by ideas, not hierarchy. The best ideas have to win.
120. None of us are as creative as all of us.
121. The best way to create value in the 21st century is to connect Creativity with Technology
122. Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn't really do it, they just saw something. It seemed obvious to them after a while. That's because they were able to connect experiences they've had and synthesize new things.
123. Creativity comes from spontaneous meetings, from random discussions.
124. There’s a temptation in our networked age to think that ideas can be developed by email and iChat. That’s crazy. Creativity comes from spontaneous meetings, from random discussions. You run into someone, you ask what they’re doing, you say ‘wow,’ and soon you’re cooking up all sorts of ideas.
125. If you want to live your life in a creative way, as an artist, you have to not look back too much. You have to be willing to take whatever you've done and whoever you were and throw them away.
126. Whenever you do any one thing intensely over a period of time you have to give up other lives you could be living. You have to have a real single-minded kind of tunnel vision if you want to get anything significant accomplished. Especially if the desire is not to be a businessman, but to be a creative person.
127. It's rare that you see an artist in his 30s or 40s able to really contribute something amazing. Of course, there are some people who are innately curious, forever little kids in their awe of life, but they're rare.
128. Do you create anything, or just criticize others work and belittle their motivations?
129. You know we're constantly taking. We don't make most of the food we eat, we don't grow it, anyway. We wear clothes other people make, we speak a language other people developed, we use a mathematics other people evolved and spent their lives building. I mean we're constantly taking things. It's a wonderful ecstatic feeling to create something and put it into the pool of human experience and knowledge.
130. Taking LSD was a profound experience, one of the most important things in my life. LSD shows you that there’s﻿ another side to the coin, and you can’t remember it when it wears off, but you know it. It reinforced my sense of what was important—creating great things instead of making money, putting things back into the stream of history and of human consciousness as much as I could.
131. Customers always want something new.
132. Get closer than ever to your customers. So close that you tell them what they need well before they realize it themselves.
133. It's not the consumers' job to figure out what they want.
134. You can't just ask customers what they want and then try to give that to them. By the time you get it built, they'll want something new.
135. It's really hard to design products by focus groups. A lot of times, people don't know what they want until you show it to them.
136. People don't know what they want until you show it to them. That's why I never rely on marketing research. Our task is to read things that are not yet on the page.
137. You‘ve got to start with the customer experience and work back toward the technology - not the other way around.
138. You've got to start with the customer experience and work backwards to the technology. You can't start with the technology and try to figure out where you're going to sell it.
139. If a user is having a problem, it's our problem.
140. Our DNA is as a consumer company - for that individual customer who's voting thumbs up or thumbs down. That's who we think about. And we think that our job is to take responsibility for the complete user experience. And if it's not up to par, it's our fault, plain and simply.
141. We've got to make the small things unforgettable.
142. Details matter, it's worth waiting to get it right.
143. You should never go to a meeting or make a telephone call without a clear idea of what you are trying to achieve.
144. We do not say anything about future products. We work on them in secret, then we announce them.
145. You go to your TV to turn your brain off. You go to the computer when you want to turn your brain on.
146. Everybody in this country should learn how to program a computer, because it teaches you how to think.
147. What a computer is to me is the most remarkable tool that we have ever come up with. It's the equivalent of a bicycle for our minds.
148. You'll see more and more perfection of that - computer as servant. But the next thing is going to be computer as a guide or agent.
149. We think that computers are the most remarkable tools that humankind has ever come up with, and we think that people are basically tool users. So if we can just get lots of computers to lots of people, it will make some qualitative difference to the world.
150. You cannot mandate productivity, you must provide the tools to let people become their best.
151. It's not a faith in technology. It's faith in people.
152. It's not the tools that you have faith in - tools are just tools. They work, or they don't work. It's people you have faith in or not. Yeah, sure, I'm still optimistic I mean, I get pessimistic sometimes but not for long.
153. Technology alone is not enough.
154. Technology is nothing. What's important is that you have a faith in people, that they're basically good and smart, and if you give them tools, they'll do wonderful things with them.
155. It's technology married with liberal arts, married with the humanities, that yields us the results that make our heart sing.
156. Overnight success stories take a long time.
157. To do anything of magnitude takes at least five years, more likely seven or eight. Rightfully or wrongfully, that's how I think.
158. In most cases, strengths and weaknesses are two sides of the same coin. A strength in one situation is a weakness in another, yet often the person can't switch gears. It's a very subtle thing to talk about strengths and weaknesses because almost always they're the same thing.
159. A brand is simply trust.
160. If you ask who are the customers of education, the customers of education are the society at large, the employers who hire people, things like that. But ultimately I think the customers are the parents. Not even the students but the parents. The problem that we have in this country is that the customers went away. The customers stopped paying attention to their schools, for the most part.
161. I was at Reed [College] for only a few months. My parents intended for me to stay there for all four years but I decided that college wasn't right for me. I had no idea what I wanted to do I didn't see how college was going to help me.
162. [In school] I encountered authority of a different kind than I had ever encountered before, and I did not like it. And they really almost got me. They came close to really beating any curiosity out of me.
163. I'm not dismissing the value of higher education; I'm simply saying it comes at the expense of experience.
164. Shake off this erroneous notion that life is there and you're just gonna live in it, versus embrace it, change it, improve it, make your mark upon it.
165. Stay Hungry. Stay Foolish. And I have always wished that for myself. And now, as you graduate to begin anew, I wish that for you.
166. There’s a phrase in Buddhism, ‘Beginner’s mind.’ It’s wonderful to have a beginner’s mind.
167. I began to realize that an intuitive understanding and consciousness was more significant than abstract thinking and intellectual logical analysis. Intuition is a very powerful thing, more powerful than intellect, in my opinion. That's had a big impact on my work.
168. I'm one of the few people who understands how producing technology requires intuition and creativity, and how producing something artistic takes real discipline.
169. Much of what I stumbled into by following my curiosity and intuition turned out to be priceless later on.
170. The most important thing is a person. A person who incites your curiosity and feeds your curiosity; and machines cannot do that in the same way that people can.
171. To follow the path that others have laid before you is a reasonable course of action; therefore all progress is made by unreasonable men.
172. ‎Experts are clueless.
173. Somewhere between the janitor and the CEO, reasons stop mattering.
174. We have always been shameless about stealing great ideas.
175. Ultimately, it comes down to taste. It comes down to trying to expose yourself to the best things that humans have done and then try to bring those things into what you're doing. Picasso had a saying: good artists copy, great artists steal. And we have always been shameless about stealing great ideas, and I think part of what made the Macintosh great was that the people working on it were musicians and poets and artists and zoologists and historians who also happened to be the best computer scientists in the world.
176. We don't have a good language to talk about this kind of thing. In most people's vocabularies, design means veneer... But to me, nothing could be further from the meaning of design. Design is the fundamental soul of a human-made creation that ends up expressing itself in successive outer layers of the product or service.
177. Design is not just what it looks like and feels like. Design is how it works.
178. Your thoughts construct patterns like scaffolding in your mind. You are really etching chemical patterns. In most cases, people get stuck in those patterns, just like grooves in a record, and they never get out of them.
179. I'm one of those people that think Thomas Edison and the light bulb changed the world more than Karl Marx ever did.
180. I don't really care about being right, I just care about success. I don't mind being wrong, and I'll admit that I'm wrong a lot. It doesn't really matter to me too much. What matters to me is that we do the right thing.
181. Ad campaigns are necessary for competition. But good PR educates people; that's all it is.
182. Marketing is about values. It's a complicated and noisy world, and we're not going to get a chance to get people to remember much about us. No company is. So we have to be really clear about what we want them to know about us.
183. If it could save a person's life, could you find a way to save ten seconds off the boot time? If there were five million people using the Mac, and it took ten seconds extra to turn it on every day, that added up to three hundred million or so hours per year people would save, which was the equivalent of at least one hundred lifetimes saved per year.
184. Unfortunately, people are not rebelling against Microsoft. They don't know any better.
185. I end up not buying a lot of things, because I find them ridiculous.
186. I'm the only person I know that's lost a quarter of a billion dollars in one year. It's very character-building.
187. The difference between the best worker on computer hardware and the average may be 2 to 1, if you're lucky. With automobiles, maybe 2 to 1. But in software, it's at least 25 to 1. The difference between the average programmer and a great one is at least that. The secret of my success is that we have gone to exceptional lengths to hire the best people in the world. And when you're in a field where the dynamic range is 25 to 1, boy, does it pay off.
188. When we hire someone, even if they are going to be in marketing, I will have them talk to the design folks and the engineers.
189. We don't believe it's possible to protect digital content. What's new is this amazingly efficient distribution system for stolen property called the Internet-- and no one's gonna shut down the Internet. And it only takes one stolen copy to be on the Internet. And the way we expressed it to them is: Pick one lock--open every door. It only takes one person to pick a lock. Worst case: Somebody just takes the analog outputs of their CD player and rerecords it-- puts it on the Internet. You'll never stop that. So what you have to do is compete with it.
190. Older people sit down and ask, 'What is it?' but the boy asks, 'What can I do with it?'.
191. I think if you do something and it turns out pretty good, then you should go do something else wonderful, not dwell on it for too long. Just figure out what's next.
192. I hate it when people call themselves 'entrepreneurs' when what they're really trying to do is launch a startup and then sell off go public, so they can cash in and move on. They're unwilling to do the work it takes to build a real company, which is the hardest work in business.
193. When you’re in a startup, the first ten people will determine whether the company succeeds or not.
194. So [Polaroid's Dr. Edwin] Land, at 75, went off to spend the remainder of his life doing pure science, trying to crack the code of color vision. The man is a national treasure. I don't understand why people like that can't be held up as models: This is the most incredible thing to be - not an astronaut, not a football player - but this.
195. I don't think of my life as a career. I do stuff. I respond to stuff. That's not a career - it's a life!
196. The journey is the reward.
197. I sat in a garage and invented the future.
198. One way to drive fear out of a relationship is to realize that your partner's values are the same as yours, that what you care about is exactly what they care about. In my opinion, that drives fear out and makes for a great partnership, whether it's a corporate partnership or a marriage.
199. There were good times, there were hard times, but there were never bad times.
200. Pursue your dreams and see the opportunities in life's setbacks.
201. When you have feelings like sadness or anger about your cancer or your plight, to mask them is to lead an artificial life.
202. We all have a short period of time on this earth-We probably only have the opportunity to do a few things really great and do them well. None of us has any idea how long we're going to be here nor do I, but my feeling is I've got to accomplish a lot of these things while I'm young.
203. If you live each day as it was your last, someday you'll most certainly be right.
204. Fear of failure falls away in the face of death.
205. No one wants to die. Even people who want to go to heaven don't want to die to get there. And yet death is the destination we all share. No one has ever escaped it. And that is as it should be, because Death is very likely the single best invention of Life. It is Life's change agent. It clears out the old to make way for the new.
206. Without death there would be very little progress.
207. For the past 33 years, I have looked in the mirror every morning and asked myself: 'If today were the last day of my life, would I want to do what I am about to do today?' And whenever the answer has been 'No' for too many days in a row, I know I need to change something.
208. Remembering that I’ll be dead soon is the most important tool I’ve ever encountered to help make the big choices in life. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose.
209. Remembering that I'll be dead soon is the most important tool I've ever encountered to help me make the big choices in life. Because almost everything - all external expectations, all pride, all fear of embarrassment or failure - these things just fall away in the face of death, leaving only what is truly important.
210. I was worth about over a million dollars when I was 23 and over ten million dollars when I was 24, and over a hundred million dollars when I was 25 and... it wasn't that important — because I never did it for the money.
211. Being the richest man in the cemetery doesn't matter to me ... Going to bed at night saying we've done something wonderful... that's what matters to me.

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There are 13 more webpages of quotes. That is about 289 more quotes

# **Quotes from Sun Tzu, Chinese General, 544 BC – 496 BC**

Sun Tzu was a Chinese general, military strategist, writer, and philosopher who lived in the Eastern Zhou period of ancient China. Sun Tzu is traditionally credited as the author of The Art of War, an influential work of military strategy that has affected both Western and East Asian philosophy and military thinking. His works focus much more on alternatives to battle, such as stratagem, delay, the use of spies and alternatives to war itself, the making and keeping of alliances, the uses of deceit, and a willingness to submit, at least temporarily, to more powerful foes. Sun Tzu is revered in Chinese and East Asian culture as a legendary historical and military figure. His birth name was Sun Wu (simplified Chinese: 孙武; traditional Chinese: 孫武) and he was known outside of his family by his courtesy name Changqing (Chinese: 長卿).[citation needed] The name Sun Tzu by which he is more popularly known is an honorific which means "Master Sun".

Sun Tzu's historicity is uncertain. The Han dynasty historian Sima Qian and other traditional Chinese historians placed him as a minister to King Helü of Wu and dated his lifetime to 544–496 BC. Modern scholars accepting his historicity place the extant text of The Art of War in the later Warring States period based on its style of composition and its descriptions of warfare. Traditional accounts state that the general's descendant Sun Bin wrote a treatise on military tactics, also titled The Art of War. Since Sun Wu and Sun Bin were referred to as Sun Tzu in classical Chinese texts, some historians believed them identical, prior to the rediscovery of Sun Bin's treatise in 1972.

Sun Tzu's work has been praised and employed in East Asian warfare since its composition. During the twentieth century, The Art of War grew in popularity and saw practical use in Western society as well. It continues to influence many competitive endeavors in the world, including culture, politics, business and sports, as well as modern warfare.

**(The video at this link is 4:48 minutes long. It is nothing more than a reading of this list of quotes)**

**Quotes from Sun Tzu**

<https://www.youtube.com/watch?v=wLLAWiOfukk>

1. Know thy self, know thy enemy. A thousand battles, a thousand victories.
2. Move not unless you see an advantage; use not you troops unless there is something to be gained.; fight not unless the position is critical.
3. Let your plans be dark and impenetrable as night, and when you move, fall like a thunderbolt.
4. In the midst of chaos, there is always opportunity.
5. All warfare is based on deception. Hence, when we are able to attack, we must seem unable; when using our forces, we must appear inactive; when we are near, we must make the enemy believe we are far away; when far away, we must make him believe we are near.
6. Victorious warriors win first and then go to war, while defeated warriors go to war and then seek to win.
7. Build your opponent a golden bridge to retreat across.
8. When the enemy is relaxed, make them toil. When full, starve them. When settled, make them move.
9. One may know how to conquer without being able to do it.
10. Do not repeat the tactics which have gained you one victory, but let your methods be regulated by the infinite variety of circumstances.
11. Move swiftly as the Wind and closely-formed as the Wood. Attack like the Fire and be still as the Mountain.
12. The expert in battle moves the enemy, and is not moved by him.
13. Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.
14. Engage people with what they expect; it is what they are able to discern and confirms their projections. It settles them into predictable patterns of response, occupying their minds while you wait for the extraordinary moment --- that which they cannot anticipate.
15. The supreme art of war is to subdue the enemy without fighting.
16. Be extremely subtle even to the point of formlessness. Be extremely mysterious even to the point of soundlessness. Thereby you can be the director of the opponent’s fate.
17. If he sends reinforcements everywhere, he will everywhere be weak.
18. Rouse him, and learn the principle of his activity or inactivity. Force him to reveal himself, so as to find out his vulnerable spots.
19. The opportunity to secure ourselves against defeat lies in our own hands, but the opportunity of defeating the enemy is provided by the enemy himself.
20. Bravery without forethought, causes a man to fight blindly and desperately like a mad bull. Such an opponent, must not be encountered with brute force, but may be lured into an ambush and slain.

Additional Quotes by Sun Tzu

<https://www.azquotes.com/author/19687-Sun_Tzu>

1. It is more important to out-think your enemy, than to outfight him.
2. Victory is reserved for those who are willing to pay its price.
3. One need not destroy one's enemy. One need only destroy his willingness to engage.
4. Those who are victorious plan effectively and change decisively. They are like a great river that maintains its course but adjusts its flow.
5. If a battle cannot be won do not fight it.
6. The greatest victory is that which requires no battle.
7. If you are strong, appear weak. But if you are weak, appear strong.
8. If your enemy is superior, evade him
9. Convince your enemy that he will gain very little by attacking you; this will diminish his enthusiasm.
10. Wait by the river long enough and the body of your enemy will float by you.
11. He will win who knows when to fight and when not to fight.
12. Plan for what is difficult while it is easy, do what is great while it is small.
13. Pretend to be weak, so your enemy may grow arrogant.
14. Do not engage an enemy more powerful than you. And if it is unavoidable and you do have to engage, then make sure you engage it on your terms, not on your enemy's terms.
15. He who relies solely on warlike measures shall be exterminated; he who relies solely on peaceful measures shall perish.
16. To know your Enemy, you must become your Enemy.
17. Kill one, terrify a thousand.
18. Correct your mistake as soon as you have found it.
19. These are the six ways of courting defeat - neglect to estimate the enemy's strength; want of authority; defective training; unjustifiable anger; nonobservance of discipline; failure to use picked men.
20. There are five dangerous faults which may affect a general: recklessness, which leads to destruction; cowardice, which leads to capture; a hasty temper, which can be provoked by insults; a delicacy of honour, which is sensitive to shame; over-solicitude for his men, which exposes him to worry and trouble.
21. A leader leads by example not by force.
22. The line between disorder and order lies in logistics.
23. Opportunities increase as they are taken.
24. Regard your soldiers as your children, and they will follow you into the deepest valleys; look upon them as your own beloved sons, and they will stand by you even unto death.
25. Sweat more during peace: bleed less during war.
26. However desperate the situation and circumstances, don't despair. When there is everything to fear, be unafraid. When surrounded by dangers, fear none of them. When without resources, depend on resourcefulness. When surprised, take the enemy by surprise.
27. All wars are won or lost before they are ever fought.
28. The peak efficiency of knowledge and strategy is to make conflict unnecessary.
29. Weak leadership can wreck the soundest strategy.
30. One mark of a great soldier is that he fight on his own terms or fights not at all.
31. Ponder and deliberate before you make a move.
32. Ultimate excellence lies not in winning every battle, but in defeating the enemy without ever fighting.
33. Concentrate your energy and hoard your strength.
34. When torrential water tosses boulders, it is because of its momentum. When the strike of a hawk breaks the body of its prey, it is because of timing.
35. So the principles of warfare are: Do not depend on the enemy not coming, but depend on our readiness against him. Do not depend on the enemy not attacking, but depend on our position that cannot be attacked.
36. Be where your enemy is not.
37. You can prevent your opponent from defeating you through defense, but you cannot defeat him without taking the offensive.
38. If their forces are substantial, prepare for them; if their forces are strong, avoid them.
39. When strong, avoid them. If of high morale, depress them. Seem humble to fill them with conceit. If at ease, exhaust them. If united, separate them. Attack their weaknesses. Emerge to their surprise.
40. Don't flail against the world, use it. Flexibility is the operative principle in the art of war.
41. When the leader is morally weak and his discipline not strict, when his instructions and guidance are not enlightened, when there are no consistent rules, neighboring rulers will take advantage of this.
42. Hold out baits to entice the enemy. Feign disorder, and crush him.
43. A battle avoided cannot be lost.
44. Unless you enter the tiger's lair, you cannot get hold of the tiger's cub's.
45. So a military force has no constant formation, water has no constant shape: the ability to gain victory by changing and adapting according to the opponent is called genius.
46. In all history, there is no instance of a country having benefited from prolonged warfare. Only one who knows the disastrous effects of a long war can realize the supreme importance of rapidity in bringing it to a close.
47. The skilful employer of men will employ the wise man, the brave man, the covetous man, and the stupid man.
48. A warrior who is prepared to fight must also be prepared to die.
49. A kingdom that has once been destroyed can never come again into being; nor can the dead ever be brought back to life.
50. To ... not prepare is the greatest of crimes; to be prepared beforehand for any contingency is the greatest of virtues.
51. Attack the enemy's strategy.
52. He will win who, prepared himself, waits to take the enemy unprepared.
53. The general who advances without coveting fame and retreats without fearing disgrace, whose only thought is to protect his country and do good service for his sovereign, is the jewel of the kingdom.
54. He who is prudent and lies in wait for an enemy who is not, will be victorious.
55. If the enemy leaves a door open, you must rush in.
56. Attack is the secret of defense; defense is the planning of an attack.
57. One who speaks deferentially but increases his preparations will advance. One who speaks belligerently and advances hastily will retreat.
58. Military tactics are like unto water; for water in its natural course runs away from high places and hastens downwards... Water shapes its course according to the nature of the ground over which it flows; the soldier works out his victory in relation to the foe whom he is facing. Therefore, just as water retains no constant shape, so in warfare there are no constant conditions. He who can modify his tactics in relation to his opponent and thereby succeed in winning, may be called a heaven-born captain.
59. The nature of war is constant change.
60. The true objective of war is peace.
61. Great results, can be achieved with small forces.
62. Weak leadership can wreck the soundest strategy; forceful execution of even a poor plan can often bring victory.
63. The height of strategy, is to attack your opponent's strategy.
64. To fight and conquer in all our battles is not supreme excellence; supreme excellence consists in breaking the enemy's resistance without fighting.
65. Prohibit the taking of omens, and do away with superstitious doubts. Then, until death itself comes, no calamity need be feared.
66. If you fight with all your might, there is a chance of life; where as death is certain if you cling to your corner.
67. Those who do not know the plans of competitors cannot prepare alliances. Those who do not know the lay of the land cannot maneuver their forces. Those who do not use local guides cannot take advantage of the ground.
68. Rewards for good service should not be deferred a single day.
69. Winning isn't enough. The acme of all skill is to defeat your enemy before taking the field.
70. Thus the expert in battle moves the enemy, and is not moved by him.
71. Plan for what is difficult while it is easy, do what is great while it is small. The difficult things in this world must be done while they are easy, the greatest things in the world must be done while they are still small. For this reason sages never do what is great, and this is why they achieve greatness.
72. Begin by seizing something which your opponent holds dear; then he will be amenable to your will.
73. In war, then, let your great object be victory, not lengthy campaigns.
74. Subtle and insubstantial, the expert leaves no trace; divinely mysterious, he is inaudible. Thus he is master of his enemy's fate.
75. Those who are victorious plan effectively and change decisively. They are like a great river that maintains its course but adjusts its flow...they have form but are formless. They are skilled in both planning and adapting and need not fear the result of a thousand battles: for they win in advance, defeating those that have already lost.
76. Therefore, just as water retains no constant shape, so in warfare there are no constant conditions.
77. Humble words and increased preparations are signs that the enemy is about to advance. Violent language and driving forward as if to the attack are signs that he will retreat.
78. So in war, the way is to avoid what is strong, and strike at what is weak.
79. The value of time, that is of being a little ahead of your opponent, often provides greater advantage than superior numbers or greater resources.
80. The enemy's spies who have come to spy on us must be sought out, tempted with bribes, led away and comfortably housed. Thus they will become double agents and available for our service. It is through the information brought by the double agent that we are able to acquire and employ local and inward spies. It is owing to his information, again, that we can cause the doomed spy to carry false tidings to the enemy.
81. If the mind is willing, the flesh could go on and on without many things.
82. Generally, management of many is the same as management of few. It is a matter of organization. And to control many is the same as to control few. This is a matter of formations and signals.
83. If you follow the enemy's shifts and changes, you can always find a way to win.
84. You cannot know if you will be successful or not. You can only prepare for battle and it must be done with all of your heart and with all of your consciousness. In that manner, you will have an edge.
85. The clever combatant imposes his will on the enemy, but does not allow the enemy's will to be imposed on him.
86. There are roads which must not be followed, armies which must not be attacked, towns which must not be besieged, positions which must not be contested, commands of the sovereign which must not be obeyed.
87. He who wishes to fight must first count the cost.
88. In conflict, straightforward actions generally lead to engagement, surprising actions generally lead to victory.
89. In desperate position, you must fight.
90. Confront them with annihilation, and they will then survive; plunge them into a deadly situation, and they will then live. When people fall into danger, they are then able to strive for victory.
91. He will win who knows how to handle both superior and inferior forces.
92. He who knows things, and in fighting puts his knowledge into practice, will win his battles. He who knows them not, nor practices them, will surely be defeated.
93. And therefore those skilled in war bring the enemy to the field of battle and are not brought there by him.
94. It is the business of a general to be quiet and thus ensure secrecy; upright and just, and thus maintain order.
95. The successful person has unusual skill at dealing with conflict and ensuring the best outcome for all.
96. No ruler should put troops into the field merely to gratify his own spleen; no general should fight a battle simply out of pique.
97. If fighting is sure to result in victory, then you must fight.
98. Invincibility lies in the defense; the possibility of victory in the attack.
99. For the wise man delights in establishing his merit, the brave man likes to show his courage in action, the covetous man is quick at seizing advantages, and the stupid man has no fear of death.
100. Who does not know the evils of war cannot appreciate its benefits.
101. Go into emptiness, strike voids, bypass what he defends hit him where he does not expect you.
102. Probe him and learn where his strength is abundant and where deficient.
103. Whoever is first in the field and awaits the coming of the enemy, will be fresh for the fight; whoever is second in the field and has to hasten to battle will arrive exhausted.
104. The expert in battle seeks his victory from strategic advantage and does not demand it from his men.
105. Agitate him and ascertain the pattern of his movement.
106. If your enemy is secure at all points, be prepared for him. If he is in superior strength, evade him. If your opponent is tempermental, seek to irritate him. Pretend to be weak, that he may grow arrogant. If he is taking his ease, give him no rest. If his forces are united, separate them. If sovereign and subject are in accord, put division between them. Attack him where he is unprepared, appear where you are not expected.
107. Weigh the situation, then move.
108. Too frequent rewards indicate that the general is at the end of his resources; too frequent punishments that he is in acute distress.
109. What the ancients called a clever fighter is one who not only wins, but excels in winning with ease.
110. When you shoot a bow and arrow, you aim at the clouds, not because you expect to hit them, but so that you may reach the distant target on the ground.
111. He will win whose army is animated by the same spirit throughout all its ranks.
112. Pretend inferiority and encourage his arrogance.
113. It is only one who is thoroughly acquainted with the evils of war that can thoroughly understand the profitable way of carrying it on.
114. One defends when his strength is inadequate, he attacks when it is abundant.
115. When one treats people with benevolence, justice and righteousness, and reposes confidence in them, the army will be united in mind and all will be happy to serve their leaders.
116. Those who would wage war, should first eliminate all domestic enemies before proceeding to attack the external foe.
117. When you surround an army, leave an outlet free. Do not press a desperate foe too hard.
118. The essential factor of military success is speed, that is taking advantage of others' unpreparedness or lack of foresight, their failure to catch up, going by routes they do not expect, attacking where they are not on guard. This you cannot accomplish with hesitation.
119. Rapidity is the essence of war: take advantage of the enemy's unreadiness, make your way by unexpected routes, and attack unguarded spots.
120. What is of the greatest importance in war is extraordinary speed: One cannot afford to neglect opportunity.
121. Perfection in war lies in so sapping your opponents will that he surrenders without fighting.
122. Of old the expert in battle would first make himself invincible and then wait for his enemy to expose his vulnerability.
123. Appear at points which the enemy must hasten to defend; march swiftly to places where you are not expected.
124. Energy may be likened to the bending of a crossbow; decision, to the releasing of a trigger.
125. To persuade your enemy to (retreat) before the fight is to defeat them even before the battle begins. An enemy made ally is no longer an enemy.
126. If it is to your advantage, make a forward move; if not, stay where you are.
127. The art of war teaches us to rely not on the likelihood of the enemy's not coming, but on our own readiness to receive him; not on the chance of his not attacking, but rather on the fact that we have made our position unassailable.
128. All men can see these tactics whereby I conquer, but what none can see is the strategy out of which victory is evolved.
129. First learn to become invincible, then wait for your enemy's moment of vulnerability.
130. When the higher officers are angry and insubordinate, and on meeting the enemy give battle on their own account from a feeling of resentment, before the commander-in-chief can tell whether or not he is in a position to fight, the result is ruin.
131. The King is only fond of words, and cannot translate them into deeds.
132. The military has no constant form, just as water has no constant shape - adapt as you face the enemy, without letting them know beforehand what you are going to do.
133. Nothing is more difficult than the art of maneuvering for advantageous positions.
134. Throw your soldiers into positions whence there is no escape, and they will prefer death to flight. If they will face death, there is nothing they may not achieve.
135. He who exercises no forethought but makes light of his opponents is sure to be captured by them.
136. In the midst of difficulties we are always ready to seize an advantage, we may extricate ourselves from misfortune.
137. Unhappy is the fate of one who tries to win his battles and succeed in his attacks without cultivating the spirit of enterprise, for the result is waste of time and general stagnation.
138. If ignorant both of your enemy and yourself, you are certain to be in peril.
139. In war, practice dissimulation and you will succeed.
140. To plan secretly, to move surreptitiously, to foil the enemy's intentions and balk his schemes, so that at last the day may be won without shedding a drop of blood.
141. When the common soldiers are too strong and their officers too weak, the result is insubordination. When the officers are too strong and the common soldiers too weak, the result is collapse.
142. When the general is weak and without authority; when his orders are not clear and distinct; when there are no fixed duties assigned to officers and men, and the ranks are formed in a slovenly haphazard manner, the result is utter disorganization.
143. Without harmony in the State, no military expedition can be undertaken; without harmony in the army, no battle array can be formed.
144. Attack where he is unprepared; sally forth when he does not expect you.
145. All warfare is based on deception. There is no place where espionage is not used. Offer the enemy bait to lure him.
146. Spies are a most important element in water, because on them depends an army's ability to move.
147. It is ten thousand times cheaper to pay the best spies lavishly than even a tiny army poorly.
148. Of all rewards none [is] more liberal than those given to secret agents.
149. Of all those in the army close to the commander none is more intimate than the secret agent; of all rewards none more liberal than those given to secret agents; of all matters none is more confidential than those relating to secret operations.
150. The sovereign must have full knowledge of the activities of the five sorts of agents. This knowledge must come from the double agents, and therefore it is mandatory that they be treated with the utmost liberality.
151. Spies cannot be usefully employed without a certain intuitive sagacity; They cannot be properly managed without benevolence and straightforwardness; Without subtle ingenuity of mind, one cannot make certain of the truth of their reports; Be subtle! be subtle! and use your spies for every kind of warfare; If a secret piece of news is divulged by a spy before the time is ripe, he must be put to death together with the man to whom the secret was told.
152. Of all those in the army close to the commander none is more intimate than the secret agent; of all rewards none more liberal than those given to secret agents; of all matters none is more confidential than those relating to secret operations.
153. In war, numbers alone confer no advantage. Do not advance relying on sheer military power.
154. Be subtle! be subtle! and use your spies for every kind of business.
155. The control of large numbers is possible, and like unto that of small numbers, if we subdivide them.
156. Ground which can be abandoned but is hard to re-occupy is called entangling.
157. When you know both yourself as well as your competition, you are never in danger. To know yourself and not others, gives you half a chance of winning. Knowing neither yourself or your competition puts you in a position to lose.
158. Therefore the skillful leader subdues the enemy's troops without any fighting; he captures their cities without laying siege to them; he overthrows their kingdom without lengthy operations in the field.

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| The art of using troops is this:......When ten to the enemy's one, surround him;......When five times his strength, attack him;......If double his strength, divide him;......If equally matched you may engage him;......If weaker numerically, be capable of withdrawing;......And if in all respects unequal, be capable of eluding him,..........for a small force is but booty for one more powerful. |

1. One who has few must prepare against the enemy; one who has many makes the enemy prepare against him.
2. A sovereign of high character and intelligence must be able to know the right man, should place the responsibility on him, and expect results.
3. Factors in the art of warfare are: First, calculations; second, quantities; third, logistics; fourth, the balance of power; and fifth, the possibility of victory is based on the balance of power.
4. There are routes not to be followed, armies not to be attacked, citadels not to be besieged, territory not to be fought over.
5. When your weapons are dulled and ardour damped, your strength exhausted and treasure spent, neighboring rulers will take advantage of your distress to act. And even though you have wise counsellors, none will be able to lay good plans for the future. Thus, while we have heard of blundering swiftness in war, we have not yet seen a clever operation that was prolonged.
6. It is the business of a general to be serene and inscrutable, impartial and self-controlled.
7. This does not mean that the enemy is to be allowed to escape. The object is to make him believe that there is a road to safety, and thus prevent his fighting with the courage of despair. After that, you may crush him.
8. He who is not sage and wise, humane and just, cannot use secret agents. And he who is not delicate and subtle cannot get the truth out of them.
9. Act after having made assessments. The one who first knows the measure of far and near wins - this is the rule of armed struggle.
10. The general who wins the battle makes many calculations in his temple before the battle is fought. The general who loses makes but few calculations beforehand.
11. In the practical art of war, the best thing of all is to take the enemy's country whole and intact; to shatter and destroy it is not so good.
12. Set the troops to their tasks without imparting your designs.
13. What enables the wise sovereign and the good general to strike and conquer, and achieve things beyond the reach of ordinary men, is foreknowledge.
14. Those who excel in war first cultivate their own humanity and and maintain their laws and institutions. By these means they make their governments invincible.
15. Ground which can be freely traversed by both sides is called accessible.
16. Keep their friends close and their enemies closer.
17. To Subdue an enemy without fighting is the greatest of skills.
18. There is no place where espionage is not possible.
19. Hostile armies may face each other for years, striving for the victory which is decided in a single day. This being so, to remain in ignorance of the enemy's condition simply because one grudges the outlay of a hundred ounces of silver in honors and emoluments, is the height of inhumanity.
20. Carefully compare the opposing army with your own, so that you may know where strength is superabundant and where it is deficient.
21. Those skilled at making the enemy move do so by creating a situation to which he must conform; they entice him with something he is certain to take, and with lures of ostensible profit they await him in strength.
22. If we wish to fight, the enemy can be forced to an engagement even though he be sheltered behind a high rampart and a deep ditch. All we need do is attack some other place that he will be obliged to relieve.
23. The quality of decision is like the well-timed swoop of a falcon which enables it to strike and destroy its victim.
24. We cannot enter into alliances until we are acquainted with the designs of our neighbors. We are not fit to lead an army on the march unless we are familiar with the face of the country.
25. Making no mistakes is what establishes the certainty of victory, for it means conquering an enemy that is already defeated.
26. One who sets the entire army in motion to chase an advantage will not attain it.
27. The business of a general is to kick away the ladder behind soldiers when they have climbed up a height.
28. The art of giving orders is not to try to rectify the minor blunders and not be swayed by petty doubts.
29. If not in the interests of the state, do not act. If you cannot succeed, do not use troops. If you are not in danger, do not fight.
30. Those whose upper and lower ranks have the same desire are victorious.
31. All warfare is based on deception. If your enemy is superior, evade him. If angry, irritate him. If equally matched, fight and if not: split and re-evaluate.
32. Do not swallow bait offered by the enemy. Do not interfere with an army that is returning home.
33. On dispersive ground, therefore, fight not. On facile ground, halt not. On contentious ground, attack not. On open ground, do not try to block the enemy's way. On the ground of intersecting highways, join hands with your allies. On serious ground, gather in plunder. In difficult ground, keep steadily on the march. On hemmed-in ground, resort to stratagem. On desperate ground, fight.
34. The skillful tactician may be likened to the shuai-jan. Now the shuai-jan is a snake that is found in the Ch'ang mountains. Strike at its head, and you will be attacked by its tail; strike at its tail, and you will be attacked by its head; strike at its middle, and you will be attacked by head and tail both.
35. O divine art of subtlety and secrecy! Through you we learn to be invisible, through you inaudible and hence we can hold the enemy's fate in our hands.
36. It is only the enlightened ruler and the wise general who will use the highest intelligence of the army for the purposes of spying, and thereby they achieve great results.
37. You can ensure the success of your attacks if you only attack places that are undefended. You can ensure the safety of your defense if you only hold positions that cannot be attacked. Therefore, that general is skillful in attack whose opponent does not know what to defend; and he is skillful in defense whose opponent does not know what to attack.
38. It is imperative to contest all factions for complete victory, so the army is not garrisoned and the profit can be total. This is the law of strategic siege.
39. On the field of battle, the spoken word does not carry far enough; hence the institution of gongs and drums... banners and flags. Gongs and drums, banners and flags, are means whereby the ears and eyes of the host may be focused on one particular point.
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41. There are three ways in which a ruler can bring misfortune on his army: By commanding the army to advance or to retreat, being ignorant of the fact that it cannot obey. This is called hobbling the army. By attempting to govern an army in the same way as he administers a kingdom, being ignorant of the conditions which obtain in an army. This causes restlessness in the soldier's minds. By employing the officers of his army without discrimination, through ignorance of the military principle of adaptation to circumstances. This shakes the confidence of the soldiers.
42. It is according to the shapes that I lay the plans for victory, but the multitude does not comprehend this. Although everyone can see the outward aspects, none understands the way in which I have created victory.
43. Until death itself comes, no calamity need be feared.
44. If we know that the enemy is open to attack, but are unaware that our own men are not in a condition to attack, we have gone only halfway towards victory.
45. Unless you know the mountains and the forests, the defiles and impasses, the lay of the marshes and swamps, you cannot maneuver with an armed force. Unless you use local guides, you cannot get the advantages of the land.
46. In all fighting, the direct method may be used for joining battle, but indirect methods will be needed in order to secure victory. In battle, there are not more than two methods of attack.. the direct and the indirect; yet these two in combination give rise to an endless series of maneuvers.
47. If soldiers are punished before they have grown attached to you, they will not prove submissive; and, unless submissive, then will be practically useless. If, when the soldiers have become attached to you, punishments are not enforced, they will still be useless.
48. If quick, I survive. If not quick, I am lost. This is death.
49. There are only five notes in the musical scale, but their variations are so many that they cannot all be heard. There are only five basic colors, but their variations are so many that they cannot all be seen. There are only five basic flavors, but their variations are so many that they cannot all be tasted. There are only two kinds of charge in battle, the unorthodox surprise attack and the orthodox direct attack, but variations of the unorthodox and the orthodox are endless. The unorthodox and the orthodox give rise to each other, like a beginningless circle-who could exhaust them?
50. Defeat the enemies strategy.
51. When you are ignorant of the enemy but know yourself, your chances of winning or losing are equal.
52. Birds rising in flight is a sign that the enemy is lying in ambush; when the wild animals are startled and flee he is trying to take you unaware.
53. If this is long delayed, weapons are blunted and morale depressed.
54. When you do battle, even if you are winning, if you continue for a long time it will dull your forces and blunt you edge...If you keep your armies out in the field for a long time, your supplies will be insufficient. Transportation of provisions itself consumes 20 times the amount transported.
55. In all fighting, the direct method may be used for joining battle, but indirect methods will be needed in order to secure victory.
56. To a surrounded enemy, you must leave a way of escape.
57. I will be able to forecast which side will be victorious and which defeated.
58. The clever combatant looks to the effect of combined energy, and does not require too much from individuals. Hence his ability to pick out the right men and utilize combined energy.
59. When he pretends to flee, do not pursue.
60. Hence the experienced soldier, once in motion, is never bewildered; once he has broken camp, he is never at a loss.
61. The best general is the one who never fights.
62. So the important thing in a military operation is victory, not persistence.
63. Invincibility is in oneself, and vulnerability is in the opponent. Invincibility is a matter of defense, vulnerability is a matter of attack. Therefore skillful warriors are able to be invincible, but they cannot cause opponents to be vulnerable. That is why it is said that victory is discerned and not manufactured.
64. If a general shows confidence in his men but always insists on his orders being obeyed, the gain will be mutual.
65. In your deliberations, when seeking to determine the military conditions, let them be made the basis of a comparison, in this wise: which of the two generals has the most ability? on which side is Discipline most rigorously enforced? which army is stronger? on which side are the officers and men more highly trained? in which army is there the greater constancy both in reward and punishment?
66. The spot where we intend to fight must not be made known; for then the enemy will have to prepare against a possible attack at several different points; and his forces being thus distributed in many directions, the numbers we shall have to face at any given point will be proportionately few.
67. Therefore the good fighter will be terrible in his onset, and prompt in his decision.
68. Should one ask: 'how do I cope with a well-ordered enemy host about to attack me?' I reply: seize something he cherishes and he will conform to your desires.
69. Knowledge of the enemy's dispositions can only be obtained from other men.
70. It is through the dispositions of an army that its condition may be discovered. Conceal your dispositions, and your condition will remain secret, which leads to victory,; show your dispositions, and your condition will become patent, which leads to defeat.
71. The enlightened ruler is heedful, and the good general full of caution.
72. With regard to precipitous heights, if you are beforehand with your adversary, you should occupy the raised and sunny spots, and there wait for him to come up.
73. Secret operations are essential in war; upon them the army relies to make its every move.
74. The end and aim of spying in all its five varieties is knowledge of the enemy; and this knowledge can only be derived, in the first instance, from the converted spy. Hence it is essential that the converted spy be treated with the utmost liberality.
75. Thus the highest form of generalship is to balk the enemy's plans, the next best is to prevent the junction of the enemy's forces, the next in order is to attack the enemy's army in the field, and the worst policy of all is to besiege walled cities.
76. The skillful leader subdues the enemy's troops without any fighting.
77. By altering his arrangements and changing his plans, the skillful general keeps the enemy without definite knowledge. By shifting his camp and taking circuitous routes, he prevents the enemy from anticipating his purpose. At the critical moment, the leader of an army acts like one who has climbed up a height and then kicks away the ladder behind him.
78. Fierce language and pretentious advances are signs that the enemy is about to retreat.
79. Whoever is the first in the field and awaits the coming of the enemy will be fresh for the fight... Therefore the clever combatant imposes his will on the enemy... By holding out advantages to him, he can cause the enemy to approach of his own accord; or by inflicting damage, he can make it impossible for the enemy to draw near.
80. Thus we may know that there are five essentials for victory: He will win who knows when to fight and when not to fight. He will win who knows how to handle both superior and inferior forces. He will win whose army is animated by the same spirit throughout all its ranks. He will win who, prepared himself, waits to take the enemy unprepared. He will win who has military capacity and is not interfered with by the sovereign.
81. They [spies] cannot be properly managed without benevolence and straightforwardness.
82. There is an intelligent way to eat a live frog - I just don't know what it is.
83. Fighting with a large army under your command is nowise different from fighting with a small one: it is merely a question of instituting signs and signals.
84. Bring war material with you from home, but forage on the enemy... use the conquered foe to augment one's own strength.
85. Be the first to seize intersecting ground, that is ground which lies the intersections of borders or intersections of main thoroughfares of commerce and travel. Your occupation of it gives you access to all who border it and all who would covet it. On intersecting ground, if you establish alliances you are safe, if you lose alliances you are in peril.
86. It is the rule in war, if ten times the enemy's strength, surround them; if five times, attack them; if double, be able to divide them; if equal, engage them; if fewer, defend against them; if weaker, be able to avoid them.
87. It is essential to seek out enemy agents who have come to conduct espionage against you and to bribe them to serve you. Give them instructions and care for them. Thus doubled agents are recruited and used.
88. Without local guides, your enemy employs the land as a weapon against you.
89. So there are five ways of knowing who will win. Those who know when to fight and when not to fight are victorious. Those who discern when to use many or few troops are victorious. Those whose upper and lower ranks have the same desire are victorious.
90. The leader of armies is the arbiter of the people's fate, the man on whom it depends whether the nation shall be in peace or in peril.
91. Should the enemy strengthen his van, he will weaken his rear; should he strengthen his rear, he will weaken his van; should he strengthen his left, he will weaken his right; should he strengthen his right, he will weaken his left. If he sends reinforcements everywhere, he will everywhere be weak.
92. Against those skilled in attack, an enemy does not know where to defend; against the experts in defense, the enemy does not know where to attack.
93. To capture an enemies army is better than to destroy it.
94. It is sufficient to estimate the enemy situation correctly and to concentrate your strength to capture him. There is no more to it than this. He who lacks foresight and underestimates his enemy will surely be captured by him.
95. Appraise war in terms of the fundamental factors. The first of these factors is moral influence.
96. Hence the saying: The enlightened ruler lays his plans well ahead; the good general cultivates his resources.
97. And therefore only the enlightened sovereign and the worthy general who are able to use the most intelligent people as agents are certain to achieve great things.
98. A wise general makes a point of foraging of the enemy.
99. When the enemy's envoy's speak in humble terms, but continues his preparations, he will advance. When their language is deceptive but the enemy pretentiously advances, he will retreat. When the envoys speak in apologetic terms, he wishes a respite. When without a previous understanding the enemy asks for a truce, he is plotting. When the enemy sees an advantage but does not advance to seize it, he is fatigued.
100. With regard to ground of this nature, be before the enemy in occupying the raised and sunny spots, and carefully guard your line of supplies. Then you will be able to fight with advantage.
101. Other conditions being equal, if one force is hurled against another ten times its size, the result will be the flight of the former.
102. Thus the skillful general conducts his army just as though he were leading a single man, willy-nilly, by the hand.
103. The difficulty of tactical maneuvering consists in turning the devious into the direct, and misfortune into gain.
104. If we do not wish to fight, we can prevent the enemy from engaging us even though the lines of our encampment be merely traced out on the ground. All we need to do is to throw something odd and unaccountable in his way.
105. Amid the turmoil and tumult of battle, there may be seeming disorder and yet no real disorder at all.
106. We cannot enter into alliance with neighbouring princes until we are acquainted with their designs. We are not fit to lead an army on the march unless we are familiar with the face of the country - its mountains and forests, its pitfalls and precipices, its marshes and swamps. We shall be unable to turn natural advantages to account unless we make use of local guides.
107. Success in warfare is gained by carefully accommodating ourselves to the enemy's purpose.
108. Should the enemy forestall you in occupying a pass, do not go after him if the pass is fully garrisoned, but only if it is weakly garrisoned.
109. The General who in advancing does not seek personal fame, and in withdrawing is not concerned with avoiding punishment, but whose only purpose is to protect the people and promote the best interests of his sovereign, is the precious jewel of the state.
110. There is nothing more difficult than tactical maneuvering. The difficult consists in turning the devious into the direct, and misfortune into gain. Thus, to take a long and circuitous route after enticing the enemy out of the way, and though starting after him to contrive to reach the goal before him, shows knowledge of the artifice of deviation.
111. Ponder and deliberate before you make your move. He will conquer who has learned the artifice of deviation. Such is the art of maneuvering.
112. If I wish to engage, then the enemy, for all his high ramparts and deep moat, cannot avoid engagement; I attack that which he is obliged to rescue.
113. The general must be the first in the toils and fatigues of the army. In the heat of summer he does not spread his parasol nor in the cold of winter don thick clothing. In dangerous places he must dismount and walk. He waits until the army's wells have been dug and only then drinks; until the army's food is cooked before he eats; until the army's fortifications have been completed, to shelter himself.
114. The consummate leader cultivates the moral law, and strictly adheres to method and discipline; thus it is in his power to control success.
115. If the enemy has occupied them before you, do not follow him, but retreat and try to entice him away.
116. The dance of battle is always played to the same impatient rhythm. What begins in a surge of violent motion is always reduced to the perfectly still.
117. If there is disturbance in the camp, the general's authority is weak. If the banners and flags are shifted about, sedition is afoot. If the officers are angry, it means that the men are weary.
118. The general that hearkens to my counsel and acts upon it, will conquer: let such a one be retained in command! The general that hearkens not to my counsel nor acts upon it, will suffer defeat: - let such a one be dismissed!
119. There has never been a protracted war from which a country has benefitted.
120. Do not press an enemy at bay. Prince Fu Ch'ai said: "Wild beasts, when at bay, fight desperately. How much more is this true of men! If they know there is no alternative, they will fight to the death.
121. In making tactical dispositions, the highest pitch you can attain is to conceal them.
122. Hiding order beneath the cloak of disorder is simply a question of subdivision; concealing courage under a show of timidity presupposes a fund of latent energy; masking strength with weakness is to be effected by tactical dispositions.
123. O divine art of subtlety and secrecy!
124. If you are situated at a great distance from the enemy, and the strength of the two armies is equal, it is not easy to provoke a battle, and fighting will be to your disadvantage.
125. Without subtle ingenuity of mind, one cannot make certain of the truth of their reports.
126. If fighting is sure to result in victory, then you must fight, even though the ruler forbid it; if fighting will not result in victory, then you must not fight even at the ruler's bidding.
127. If an enemy has alliances, the problem is grave and the enemy's position strong; if he has no alliances, the problem is minor and the enemy's position weak.
128. So it is that good warriors take their stance on ground where they cannot lose, and do not overlook conditions that make an opponent prone to defeat.
129. The natural formation of the country is the soldier's best ally; but a power of estimating the adversary, of controlling the forces of victory, and of shrewdly calculating difficulties, dangers and distances, constitutes the test of a great general.
130. When the thunderclap comes, there is no time to cover the ears.
131. When orders are consistently trustworthy and observed, the relationship of a commander with his troops is satisfactory.
132. War is a matter of vital importance to the state; the province of life or death; the road to survival or ruin. It is mandatory that it be thoroughly studied.
133. With regard to narrow passes, if you can occupy them first, let them be strongly garrisoned and await the advent of the enemy.
134. If I am able to determine the enemy's dispositions while at the same time I conceal my own, then I can concentrate and he must divide.
135. At first, then, exhibit the coyness of a maiden, until the enemy gives you an opening; afterwards emulate the rapidity of a running hare, and it will be too late for the enemy to oppose you.
136. The proximity of an army causes prices to go up; and high prices cause people's substance to be drained away. When their substance is drained away, they will be afflicted by heavy exactions. With this loss of substance and exhaustion of strength, the homes of the people will be stripped bare, and their incomes dissipated.
137. Nothing is more difficult than the art of maneuver. What is difficult about maneuver is to make the devious route the most direct and to turn misfortune to advantage.
138. For them to perceive the advantage of defeating the enemy, they must also have their rewards.
139. He whose ranks are united in purpose will be victorious.
140. And regulation entails organizational effectiveness, a chain of command, and a structure for logistical support.
141. To maintain an army at a distance causes the people to be impoverished.
142. The ultimate in disposing one's troops is to be without ascertainable shape. Then the most penetrating spies cannot pry in nor can the wise lay plans against you.
143. In warfare, first lay plans which will ensure victory, and then lead your army to battle; if you will not begin with stratagem but rely on brute strength alone, victory will no longer be assured.
144. If words of command are not clear and distinct, if orders are not thoroughly understood, the general is to blame. But if his orders are clear, and the soldiers nevertheless disobey, then it is the fault of their officers.
145. Place your army in deadly peril, and it will survive; plunge it into desperate straits, and it will come off in safety.
146. Maneuvering with an army is advantageous; with an undisciplined multitude, most dangerous.
147. Being unconquerable lies with yourself; being conquerable lies with your enemy.
148. One whose troops repeatedly congregate in small groups here and there, whispering together, has lost the masses. One who frequently grants rewards is in deep distress. One who frequently imposes punishments is in great difficulty. One who is at first excessively brutal and then fears the masses is the pinnacle of stupidity.
149. Therefore, to estimate the enemy situation and to calculate distances and the degree of difficulty of the terrain so as to control victory are virtues of the superior general.
150. Carefully study the well-being of your men, and do not overtax them. Concentrate your energy and hoard your strength. Keep your army continually on the move, and devise unfathomable plans.
151. If, however, you are indulgent, but unable to make your authority felt; kind-hearted, but unable to enforce your commands; and incapable, moreover, of quelling disorder: then your soldiers must be likened to spoilt children; they are useless for any practical purpose.
152. We may distinguish six kinds of terrain, to wit: (1) Accessible ground; (2) entangling ground; (3) temporising ground; (4) narrow passes; (5) precipitous heights; (6) positions at a great distance from the enemy.
153. When the position is such that neither side will gain by making the first move, it is called temporising ground.
154. There are five kinds of incendiary attack: The first is called setting fire to personnel; the second, to stores; the third, to transport vehicles and equipment; the fourth, to munitions; the fifth, to supply installations...In all cases an army must understand the changes induced by the five kinds of incendiary attack, and make use of logistical calculations to address them.
155. In all fighting, the direct method may be used for joining battle, but indirect methods will be needed in order to secure victory. Indirect tactics, efficiently applied, are inexhaustible as Heaven and Earth, unending as the flow of rivers and streams; like the sun and moon, they end but to begin anew; like the four seasons, they pass away to return once more.
156. Now a soldier's spirit is keenest in the morning; by noonday it has begun to flag; and in the evening, his mind is only on returning to camp.
157. Bestow rewards without regard to rule, issue orders without regard to previous arrangements; and you will be able to handle a whole army as though you had to do with but a single man.
158. When campaigning, be swift as the wind; in leisurely march, majestic as the forest; in raiding and plundering, like fire; in standing, firm as the mountains. As unfathomable as the clouds, move like a thunderbolt.
159. A clever general... avoids an army when its spirit is keen, but attacks it when it is sluggish and inclined to return. This is the art of studying moods. Disciplined and calm, he awaits the appearance of disorder and hubbub among the enemy. This is the art of retaining self-possession.
160. Victory is the main object in war.
161. If I determine the enemy's disposition of forces while I have no perceptible form, I can concentrate my forces while the enemy is fragmented. The pinnacle of military deployment approaches the formless: if it is formless, then even the deepest spy cannot discern it nor the wise make plans against it.
162. He must be able to mystify his officers and men by false reports and appearances, and thus keep them in total ignorance.
163. When envoys are sent with compliments in their mouths, it is a sign that the enemy wishes for a truce. If the enemy's troops march up angrily and remain facing ours for a long time without either joining battle or removing demands, the situation is one that requires great vigilance and circumspection. To begin by bluster, but afterward to take fright at the enemy's numbers, shows a supreme lack of intelligence.
164. Bestow rewards without respect to customary practice; publish orders without respect to precedent. Thus you may employ the entire army as you would one man.
165. Now an army is exposed to six several calamities, not arising from natural causes, 1 but from faults for which the general is responsible. These are: (1) Flight; (2) insubordination; (3) collapse; (4) ruin; (5) disorganization; (6) rout.
166. Peace proposals unaccompanied by a sworn covenant indicate a plot.
167. When the soldiers stand leaning on their spears, they are faint from want of food.
168. The best victory is when the opponent surrenders of its own accord before there are any actual hostilities...It is best to win without fighting.
169. Generally in war the best policy is to take a state intact; to ruin it is inferior to this.
170. The one who figures on victory at headquarters before even doing battle is the one who has the most strategic factors on his side.
171. If our soldiers are not overburdened with money, it is not because they have a distaste for riches; if their lives are not unduly long, it is not because they are disinclined to longevity.
172. According to my assessment, even if you have many more troops than others, how can that help you to victory?