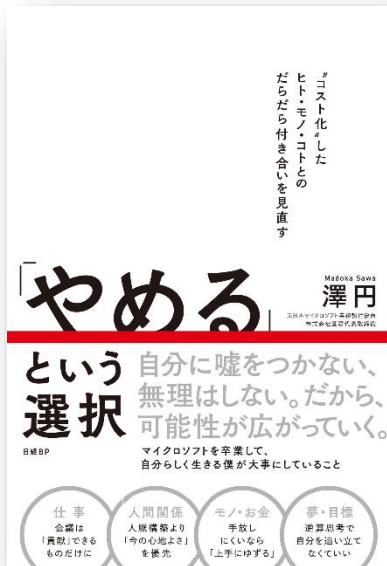


The choice to quit

~Excerpt from Chapter~



【About the Author】

Madoka Sawa

Former Executive Officer of Microsoft Japan. Representative Director of ensow.

After graduating from Rikkyo University, Faculty of Economics, he worked for the IT subsidiary of a life insurance company before joining Microsoft Corporation (now Microsoft Japan) in 1997. He served as an information consultant, pre-sales SE, manager of a sales team specializing in

competition countermeasures, and general manager of the cloud platform sales division before becoming the general manager of the Microsoft Technology Center in 2011. He retired from Microsoft in 2020 after serving as Executive Vice President.

In 2006, he received the "Chairman's Award," given by Bill Gates to only the most outstanding Microsoft employees worldwide. Currently, while representing his own corporation, he is a visiting professor at the University of the Ryukyus, as well as an advisor to startup companies, mentor to NPOs, and conduct seminars and lectures. In March 2020, he also began working as a "Lu mada Innovation Evangelist" for Hitachi, Ltd.

He is the author of "Microsoft's Legendary Manager's World No.1 Presentation Techniques" (Diamond Inc.), "Personal Power: The New Normal Way to Work - Becoming Selfish in What You Want to Do" (President, Inc.), and "Start with 'Doubt'. The Source of Thoughts and Actions to Survive in the Future Era" (Ascom), and "Mirai wo Souzouruu Zensen: Sakkoku no 'Hougyoku' to 'Daitenkata'" (President, Inc.), co-authored with Yoichi Ito. Study Hack!" (KADOKAWA), etc. He is also the supervisor of "Study Hack!

The choice to quit

~Excerpt from Chapter~

【Introduction】

To those of you who are continually overwhelmed by what's in front of you but "can't let it all go".

“Quitting”

What is your impression when you hear this word? I think there are a surprisingly large number of people who think of it in a similar way to "give up," "abandon," or "lose.

This book is for anyone who has let this word "quitting" boggle their mind with negativity.

You may feel anxious that you are being left behind by the changing times, or you may feel that the way you have always done things is a little bit difficult. Or you may feel a sense of discomfort in your current job.

You've been working hard on what's right in front of you, but you find yourself buried in a job and a life you don't really like that much.

"I can't do this!" and try to learn new skills, but every day is too busy and I don't have enough time and I don't have the energy I used to have.

There seem to be a lot of people who feel this way nowadays. Many people think of "quitting" in an extreme and negative way, and they are bound by the opposing axes of "0 or 100," "give your body and soul or leave," "friend or foe," and so on. It's like that, "This is the way it should be. We are bound by such opposites as "This is the way it should be, or else we will go to . Or else, you can go to" I want you to free yourself from these beliefs. In this book, I will share with you the methodology of "quitting" in order to do so.

Of course, at the bottom of such feelings is a positive attitude of "I want to improve my life," "I don't want to give up," and "There must be a more personal way to live.

But when it comes time to take action, various barriers prevent us from doing so.

The choice to quit

~Excerpt from Chapter~

Why is that?

I see the reason for this as the "sunk cost" of life that we've carried unnoticed over the years.

What is sunk cost? Sunk cost is a concept in economics that refers to "the cost of an economic activity that cannot be recovered no matter what decisions are made". It is also a cost that is likely to increase the loss if the economic activity is continued for a long time.

In this book, I use this concept as a key word. Simply put, it means that as you continue to follow the ways of thinking and doing things that have worked in the past, your thinking patterns become fixed in the past. As a result, before you know it, you can no longer think about things as an extension of your past.

To put it in my way, it is a pattern of thinking and behavior that can be expressed in the phrase, "Since I went to the trouble of doing _____.

"Since I've worked so hard to get this far."

"Since I'm in a big company now."

"Since I've been doing this for a long time."

These thoughts weigh you down and before you know it, they've become a cost to your life.

So, I want to help people who feel like they're trying their best, but somehow it's not working out, to identify and eliminate their own sunk costs. The key thought and action are the choice to stop.

We can be freer from what we "should" be doing.

Quitting is not a difficult thing to do. It is true that it is difficult to change something that you have been doing for a long time all at once, but all you have to do is to quit it one by one, little by little, like removing a weight from your mind.

For example, take some time to reflect on your daily activities, identify the things you think you don't need to do, and stop doing just one of them.

It might be to ask someone else to do a job you are not good at, or to cancel one of your regular meetings out of a sense of obligation. You can start with

The choice to quit

~Excerpt from Chapter~

"small actions" that you can do.

The book will give you plenty of specifics on what to stop doing and how to stop doing it, but what's important is that you decide to stop doing something that you've always taken for granted and make a fundamental change in your behavior.

If we keep doing the same things we have been doing, we will stay the same forever, and nothing will change. No, as long as it is a sunk cost, the situation could get worse and worse.

We need to change our thinking and actions now, before we become "sunk" in our past lives.

When you make the choice to quit, you meet a new you. That new you are the one who is excited to spend each day doing the things you really love. You can end your day feeling fulfilled, doing the things you really love. It's the one who can spend quality time with people from all walks of life, interacting with them in an open and honest way. That's what makes for a happy life.

I believe that such a life is available to everyone.

To fully enjoy your life once and for all, choose to "quit" with dignity.

【Table of contents】

Introduction

For those of you who are continually overwhelmed by what's in front of you but "can't let it all go".

We can be freer from what we "should" be doing.

Prologue

How to live "honestly" with yourself

--The choice to quit.

The nature of the changes brought about by the pandemic

The choice to quit

~Excerpt from Chapter~

The world will never "go back to the way it was."
Something only people who have acted can realize.
Why the Corona Disaster Caused a "Stopping to think".
The clue to action is in the "personal experience".
The time has come for "Those who take the first step win" and "Those who do the first step win."

Chapter 1: Visualizing the Invisible Burdens of Life

What are the "sunk costs" that create all the stagnation in your life?
Things you don't use but can't get rid of" is another sunk cost of life.
No to relationships full of attributes!
The only criteria you need to judge is whether you like it or not.
Let's upgrade your operating system!
You can upgrade and "sense" your existing skills.
The skill crossing is "Japanese cod roe spaghetti".
People are attracted to those who can be open about themselves.
The undeniable cost of "staying in a job you're not cut out for."
Should" is a curse word that hardens our thinking.
When anxiety strikes, focus on what is "controllable and important"!
Is that something "you can do because you're Mr. Sawa"?
Prepare yourself for the "little swipe." Imagine a "dreamy" dream.
"Quitting" is the beginning. Let's create a good flow.

Chapter 2: Living Richly with the "Selfish" Strategy

Weapons of the With Corona Era: How to Create a "Selfish" Sense of Style
Can't we all just live more "selfish" lives?
Into an age when there is nothing more certain than selfish.
What you like and what you want to do will build your self-confidence.
The Power of One Enthusiast Behind Steve Jobs and Bill Gates
Thought model of egocentrism: Why it is compatible with "respect for others" without difficulty

The choice to quit

~Excerpt from Chapter~

The "depth of thought" that three-dimensional imagery brings

Fill your surroundings with things you love.

Why "self-indulgence" is essential to getting along with others

Let's start with a "GIVE" from yourself.

The "past" robs us of the freedom of the present.

Chapter 3: The Art of Quitting

[Relationships] Thinking on the premise that "comfortable relationships change.

'Stop' Costly Relationships

- (1) Reduce the frequency of appointments.
- (2) Make a commitment to "an opportunity for everyone to get together".
- (3) Relationships are not a resource but a relationship
- (4) Volunteer to practice "GIVE".

[Work] Be aware of the importance of your work based on "contribution".

'Stop' costing jobs.

- (1) Decide "priorities" in advance.
- (2) No "things you don't have to do" at all.
- (3) Let's boldly leave the things you're not good at to others.

[Things, Money, Time]The criterion is "abundant time.

'Stop' costing goods, money, and time

- (1) Be aware of "how you normally spend your time."
- (2) Raise the "Happiness Resolution".

The "Sunk Cost" I've had for 32 years working at Microsoft.

[Adherence, old ways of doing things, success stories]

Focus thoroughly on the objective

Questions become concrete only when you try to "stop" sticking to old ways of doing things.

[Dreams and Goals] Change the way you look at "what you've done to the best of your ability".

The choice to quit

~Excerpt from Chapter~

'Stop' costing dreams and goals

- (1) The one-legged hitting method is not cosmetic.
- (2) Decide based on whether or not you'll regret it.
- (3) Talent is only matching.

Chapter 4: Become who you want to be

The person you want to be is beyond "My Boom".

Now I'm happy to be "spaced out". Then, what is your happiness?

Keep "longing" no matter how old you are.

This is how I've abandoned "what other people think of me."

Working is a way to become the person you want to be

Reasons why people with a strong sense of inferiority are the ones who need to "praise others".

Now, anyway, stand up in the batter's box!

Be honest about what you want to do now.

"Flat out" is the most powerful card you can play.

Find the best "newness" in your history!

What I want to tell myself in my twenties now

Stop" axing other people's ideas.

Stop "narrowing" your own vision by making assumptions and presumptions.

【Epilogue】

Go the way you think you should go.

How to Live "Stupidly Honest" to Yourself: The Choice to Quit

The nature of the changes brought about by the pandemic

The new coronavirus has changed the world.

Many people feel that way now, and we see and hear such words frequently in the media.

The choice to quit

~Excerpt from Chapter~

So, what exactly has changed in the world? How have we changed?

Please take a moment to think about how the places and cityscapes where we usually live have changed compared to what they used to be. Most of the scenery probably hasn't changed much.

Indeed, since the spread of the new coronavirus infection, the number of people walking outside has decreased. Also, most people wear masks, and when they enter indoor facilities, they see disinfectant, and people line up or sit in line at a distance. Acrylic boards are now erected at the counters. When you count it all up, there are a lot of things that have changed since then.

Even so, the scenery and the way things are when we look at the city have not changed that much. Disinfectants and masks are nothing new, and acrylic boards have been around in banks and hospitals for a long time. At a glance, the "state of the city" has not changed that drastically.

I consider that fact to be one clue to grasping reality.

So, what exactly has changed?

It's our consciousness.

The fact that a pandemic, a calamity that engulfed the entire world at the same time, had occurred. The fear and anxiety felt by those who had no immunity to the pandemic and were helpless to save themselves by seeking help through masks. The sense of powerlessness they felt when the freedom they had taken for granted was forcibly restricted halfway around the world. Prejudice, discrimination, and violence against Asians were born around the world, and even within Japan, there was vicious bickering about whether or not to wear masks and whether or not to move between different prefectures.

Virus, prejudice, discrimination, disparity, and violence....., I think that our world has unconsciously taken another step towards division, with anxiety and fear of such invisible things embedded in our subconscious.

It is unlikely that once a pandemic is over, we will be able to return to a life exactly the same as before.

Of course, the behavior that was normal before the pandemic will return to

The choice to quit

~Excerpt from Chapter~

some extent. But will we be able to travel to different countries as easily as before without worrying about what is going on psychologically?

Can you go out to a crowded place and make as much noise and excitement as you can there?

Can you enjoy festivals and events as much as you used to? Would you be able to stay in close proximity to people in a meeting room or on a commuter train for long periods of time?

Of course, such activities will not disappear. However, we unconsciously avoid such situations and continue to work and live as usual.

As a result, our lifestyles and the way we work will change. And we will eventually get used to such a world.

But what is important here is the stark fact that even though we have become accustomed to this new way of life, it does not mean that the world has returned to the way it was.

The world will never "go back to the way it was."

The Great Reset, a fundamental change that took the whole world by storm, actually happened about 25 years ago. That was the advent of the Internet.

Like the pandemic, the dawn of the Internet did not change the landscape in front of our eyes much compared to earlier times. However, as computers were gradually installed in homes and offices and eventually became so common that each person had one, having a display other than a television set in the home became the norm.

More and more people are making phone calls on the street corner with their mobile phones in their hands. Once on the train, everyone is looking down and texting, surfing the net or playing games, whereas before it was newspapers and comic books. Taking pictures with mobile phones has created a whole new way of behavior and culture.

The "look" began to change.

Although the Internet spread rapidly from a global perspective, in terms of the level of ordinary people's lives, it changed in stages, which made it easier for many people to accept.

And there are very few negatives to embracing it. It was more convenient,

The choice to quit

~Excerpt from Chapter~

more fun, and cooler than ever before.

I think we were able to embrace the Great Reset in a positive way.

But this time, 25 years later, the reset was a change that I could not easily accept, because in addition to looking almost the same, there were many negative factors, such as life threatening and crippling in many aspects.

It is also symbolic that, with a few exceptions, the more liberal and democratic a country is, the more severely it was affected by the pandemic.

It is a fact that the states that were able to exercise strong power were able to control the outbreak, and the world is beginning to show signs of a violent clash of ideals and principles once again.

Whenever I look at the post-pandemic world from various layers, from micro phenomena to macro trends, I inevitably come to one conclusion.

The world will never be the same again."

Something only people who have acted can realize.

Under the emergency declaration of Spring 2020, I once drove at night because I had to run an errand that required physical transportation. I drove at night and found that Tokyo, which used to be so noisy, was completely empty at night. It was an extraordinary sight.

I have long said in many places that technology exists to "virtually solve the discrepancy between time and space".

However, the new coronavirus had, in a sense, completely destroyed the very reason for technology's existence: to solve problems about space.

In a world where viruses run rampant, no matter how much technology you develop that allows you to move through space quickly and conveniently, it is only impotent because movement itself is restricted.

For some time now, some academics and managers have pointed to the disruption caused by a pandemic, but most people were neither prepared nor ready for it. That's why we ended up with initially empty planes and trains moving through space on time.

However, the Internet has helped to address this situation in the form of "work without travel", where people are online to meet each other on time

The choice to quit

~Excerpt from Chapter~

and provide services.

As I drove through Tokyo at night under such a pandemic, I suddenly thought, "Wait a minute. Only people who have actually experienced the pandemic can look at the scene spreading out before them and think, "That's crazy.

We all knew that there were no people in the city at night from watching the news at home. But we didn't really feel or experience it through our bodies and senses. Moreover, the scenery in the house has not changed. At best, we spend more time at home, but the "look" of our homes has probably not changed much.

This is a paradox.

The only people who felt firsthand the "abnormal look of the night" under the pandemic were those who acted for unavoidable reasons, etc., which means that there would be very few of them. I feel that the feeling of being alone in the "space" can only be understood by those who have actually experienced it.

What I'm trying to say is that no matter what, there are things that only people who actually take action can realize.

In an era of forced resets, only those who actually step out into new activities, feel and experience something new can find something new. That's what I felt.

Why the Corona Disaster Caused a "Stop Thinking".

Despite the mighty reset of the pandemic, there are still many people who can't accept it. Some people say, "It's just a bad cold, and the vaccine will make it go back to normal. That's true as a phenomenon.

However, once our consciousness has changed, the world will never return to the way it was. Unless we can actually experience and confirm this for ourselves, it seems to me that it will be difficult for us to acknowledge the reality that the world has fundamentally changed.

Whether it's because of negative change, rejection or anxiety, there are many reasons, but it seems that it's hard to recognize that we are in a reset

The choice to quit

~Excerpt from Chapter~

situation right now. What happens then?

We can only think of things in terms of extensions of our own "past" experiences. In this book, I intend to analyze this as a way of thinking that tends to become "sunk cost".

We've worked so hard to build this."

We've been through a lot of pinch points this way."

Thus, it is often difficult to forget and discard past successes.

From a businessperson's point of view, you are always hesitant to reset yourself and take a new step forward because you have placed yourself as an extension of your past career.

To cite just one example, the new coronavirus infection has hit many tourism and food and beverage industries. The tourism industry has been doing particularly well because of the prospect of ever-increasing inbound tourism. But that dependable source of income has suddenly been cut off.

No one would have imagined that customers from fast-growing Asian countries would suddenly stop coming. In some respects, this is unavoidable.

However, the important thing is "what are we going to do now?"

And yet, those who had been doing business solely on the basis of inbound traffic would think anyway, "How can we get back to where we were?"

But no matter how hard we work at the individual or corporate level, the world has changed and will never return to the way it was before.

Moreover, even though you want customers to come back from overseas, you cannot solve the problems of "what will happen to the virus" or "what about the next pandemic", which leads to contradictions in your beliefs and management policies. Thus, distortions occur, such as "no foreigners allowed" or "no customers from other prefectures allowed" even though they used to gain a large profit from inbound travel.

Will this mindset really work when the new coronavirus infection is over?

If you are stuck in this kind of past success, you will not be able to change yourself even in times of fundamental change. It becomes difficult to update ourselves to keep up with the changing times.

The clue to action is in the "personal experience".

So, how should we think and act from now on?

The choice to quit

~Excerpt from Chapter~

I believe that if you have your own fresh "temporary information", it will be easier to make a convincing decision even in a difficult situation.

What is fresh "temporary information"?

I know a family that grows vegetables deep in the mountains and is almost completely self-sufficient. They don't distribute their vegetables but give them away to local people to make local production disappear. When we spoke to them, they told us that because they grow their own fresh vegetables, they don't feel like buying vegetables at the supermarket. When I bought some cabbage, I was really surprised to find that it didn't taste like the cabbage I usually eat," he says.

When I heard this story, I thought to myself, "That's fresh primary information.

The act of eating vegetables self-sufficiently is a state of getting fresh and delicious "primary information" and tasting the best experience. Of course, just because something is primary information doesn't mean it is unconditionally good. If it is primary information and you can judge the "quality" of the information, you can get the best.

On the other hand, vegetables bought in supermarkets are guaranteed to be of a certain quality. But the freshness may be lost. In other words, only quality is guaranteed at the expense of freshness.

It could also be said that it is hard to get a special experience because so many people have access to it. I consider such things as "secondary information" and "tertiary information".

What I'm trying to convey here is that no matter how times change, those who can experience their own unique "primary information" for themselves and even discern its quality will always have the best experience.

This applies to both work and lifestyle. Many people tend to make too many important life choices based solely on processed "primary" information.

What was symbolic at the time of the pandemic was that many people stayed at home and relied solely on information from TV and the Internet, which led to frequent buying and bashing. When I saw these actions, I realized once again that many people make decisions based solely on information that someone else has processed, without going outside to see the world with their own eyes.

The choice to quit

~Excerpt from Chapter~

What is important is to judge, experience, and determine "freshness" and "quality" for yourself.

Those who can do that, no matter how big the world resets, will be able to live abundantly everywhere, eating "fresh and tasty vegetables" according to their own thoughts and choices.

The time has come for "the one who takes the first step wins" and "the one who does the first step wins."

"Why can't we just get vegetables from the supermarket?" "It's better to be convenient and hassle-free."

I think some people are like that. If you can feel happy in life with only "secondary" or "tertiary" information, then of course that's fine.

However, with the evolution of technology, including the Internet, we now have one-click access to values on the other side of the world, and fortunately or unfortunately, we have learned that there are many more ways of living and values in the world.

In these times, I hope that everyone who picks up this book will seek out more of their own "primary information" and take steps toward a richer life. Also, just as an example, if the only option is to buy vegetables at the supermarket, there is a risk of being unable to do anything as soon as the supermarket stops supplying vegetables. In such an emergency, people who can obtain their own "primary information" at any time should be able to demonstrate a strong survival ability, regardless of the world system.

More importantly, if you know how to create "primary information," you can be self-sufficient wherever and whenever you are.

We see this as the factor that will determine whether or not we can survive in abundance in the coming era of a major reset.

While referring to the diverse values in the world, think for yourself, design your life, and act in your own way in pursuit of your own happiness.

Such strong and flexible power will be increasingly required in the future.

After the pandemic, we have completely reset ourselves to a state where

The choice to quit

~Excerpt from Chapter~

no one has yet experienced success or failure. I think it's precisely in times like these that we can start to see everything we do as new.

In an age when there is no right answer, everything you do, no matter how you do it, is a new experience for you and becomes "primary information". In other words, we are now in an era where "the doer wins."

I was a businessperson who worked for Microsoft Japan K.K. until August 2020. I joined the company in 1997, so I have been with the company for 23 years.

When I told many of my acquaintances that I was quitting Microsoft, where I had worked for such a long time, they were very upset.

'Are you going to stop during this pandemic?'

What a waste!"

I was very surprised. It seemed to me that quitting a company in a situation where the future was uncertain seemed like a risky move.

But the very fact that the pandemic has broken the continuity from before has been beautifully demonstrated.

It seems to me that in a situation where "things can't stay the same," it's a much riskier thought to think that you'll be safe if you stay an extension of what you were doing before.

At this time of year?" The more you say, "At this time of the year?", your mind may be unconsciously fixed on your past experiences and values, and it may have become a sunk cost.

Of course, I am not saying that you should quit the company if you don't like it, or that you should liquidate all relationships that you don't agree with. Rather, I'm saying that people think without evidence that they can get by if they just stick to their old ways, or that they think, "You can do it because you're you, right? I am sounding the alarm bells against the mindset that stops thinking, thinking, "If I just stick to what I've always done, I'll be able to get by.

I hope you'll consider that the ideas I'm about to write about for quitting can be used to help you walk your own path from that point, no matter what state you're in right now.

The choice to quit

~Excerpt from Chapter~

To put it another way, I believe that you can "quit" something (company, relationship) in your mind without actually quitting it in form.

Why don't you start your new life by first forgetting common sense, rules, adherence, preconceptions, and past successes in your mind, right here and now?

If you're having trouble taking the first step, the information in the following chapters will surely help you.

In a book I once published, I wrote, "If you are bound by common sense, your thinking stops. In a world where pandemics have changed the preconditions for work and life, we need to question the "norm" more than ever and build new values for ourselves.

If you broaden your perspective, it will lead you not only to the way you work, but also to the way you design your own life. I believe that the ability to design one's own life will become very important in the future. The ability to question the "norm" will remain important. However, since the premise of doubt itself has been reset, each of us must have the ability to design and create a new life for ourselves.

We are living in an age where we are forced to question the norm.

Now is the time to be "stupidly honest" with yourself.

With your own personal primary information in hand, you can think, act and go your own way. Be brave and take the best step forward at this perfect time.

【Chapter 1: Visualizing the Invisible Burdens of Life】

What are the "sunk costs" that create all the stagnation in your life?

As I mentioned in the introduction, sunk cost is a concept in economics that refers to "the fixed costs of an economic activity (investment, production, consumption, etc.) that cannot be recovered no matter what decision is

The choice to quit

~Excerpt from Chapter~

made (discontinuation, withdrawal, blank check, etc.).

And it is the cost of continuing that economic behavior because the money, effort, and time spent up to that point is too great, and the loss is likely to be greater.

To put it in my own way, I think it's a way of thinking and acting that can be expressed in the phrase, "Since I went to the trouble of doing _____.

Have you ever said the following without even realizing it?

I got into a good college.

"Since I've been hired by the company I want to work for..."

We've all worked so hard for the same company up to this point."

To be clear, all of this thinking is "turning into your cost before you even know it?" I would like to ask in this book.

For example, when you think, "I want to quit the company, but it would be a waste to quit after all," if the only reason why you decide not to quit is because "I joined the company after all," then I think you are already in a state where it would be better to quit. Because, although it may be a little extreme, you have already achieved your goal in a sense when you joined that company. There is no reason to continue working for that company any longer.

If the fact that you joined a certain company is a major reason for your decision, then you're just in a state of fear of losing it, and it's just a sunk cost.

Of course, you worked hard and joined the company of your choice, so there is no need to deny yourself. You should keep the experience you gained at the company in your "memory box" and move on to your next career path. It's not just the position and attributes you are in that become a sunk cost.

A common feeling is the "I worked so hard" I mentioned earlier. In some cases, much of this also turns into a sunk cost.

You are given a job, you grit your teeth to it, and you work hard to get through it. Even the small successes that you experience in the process can turn into buried costs before you know it if you're not careful.

The choice to quit

~Excerpt from Chapter~

It's fine to hold on to your successes as proud memories that you keep to yourself, but without the awareness of constantly updating yourself, you can easily become locked into the values of the past that you were so proud of. And so, little by little, we stop growing and become incapable of using our precious time to enrich our lives.

In the end, they may say to their subordinates and junior staff, "You know what? When I was young" to his subordinates and juniors. Are there any bosses around you who have stopped growing and thinking like this and just get in the way of their subordinates?

This is a very frightening situation, and the person may have just worked very hard. He or she tries his or her best to respond to the work given to him or her, and before he or she knows it, the experience of success, which is the proof of that effort, becomes the "proof" of his or her values and identity.

This is what I call being tied to the "sunk costs" of life.

I am not saying that these people did meaningless things in the past. I think they worked hard when they were young and supported society in their respective places.

But now, in this day and age, we are all thinking, "I'm going to grow up even more! I'm going to create a new future! I would like to ask you to stay still and not get in the way of everyone else.

Things you don't use but can't get rid of" is another buried cost of life.

I don't think that, and I don't do that, so it's okay."

Some of you may think so. But the "sunk cost" of life is not only in work, but actually lurks in every aspect of our lives.

For example, what about things that you buy and leave unused for a long time? It tends to happen that we are somewhat satisfied with things when we buy them or use them for a little while, and then we don't use them at all. It is true that it is through actual use that we grow and our lives become more convenient, but we are only satisfied when we buy something and then it finishes its role.

Coats you haven't worn in years, appliances you haven't used much, books

The choice to quit

~Excerpt from Chapter~

that just sit on your bookshelf I hope you've enjoyed and enriched your life a little, but the typical burial costs are things that are full of "memories of things that didn't work out", such as certification test materials and diet equipment that you bought but never used.

It's a strange thing about human beings, only things that remind us of such negative feelings seem to be the ones we can't seem to get rid of. I'm sure there are many reasons for this, but my view is that things are just "tools" that help us grow and make us more useful.

In other words, it's fine to imagine yourself becoming able to speak English with those materials or losing weight with that diet equipment, but those are just tools, and it is you who will change by using them.

Nevertheless, because you entrust too much of your thoughts and ideal image to such a tool, you keep holding on to that image, even when it doesn't work out. And you let it "bury" you in your life so far, as if it were a weight.

Of course, I'm not saying that you should throw away everything you don't use. There must be things that make you happy just by looking at them, or make you excited just by being there. There must be things that you take out from time to time, and that quietly fill your heart with a sense of contentment.

I wish I could make you feel that way.

It was expensive.

I bought it for a reason.

It would be a shame to throw it away."

If you only have it because you feel like you have to, then I think it's better to let it go. You should take a picture of it and turn it into a "memory".

I myself have always had a hard time throwing things away. Especially because of my job, I need to be in touch with the latest digital products, and I used to buy digital products that I was interested in as much as possible. What's more troubling is that digital products don't just suddenly stop working one day; they become "obsolete".

In other words, even if it becomes inconvenient as a thing, it becomes "not

The choice to quit

~Excerpt from Chapter~

unusable" or "still usable if you devise it".

My goal was to use the latest digital products, so I'm not going to use the old ones as much once I buy the next new one, but it's not like I'm going to "stop using" them, so I just went with it.

It would be a shame to throw it away."

Maybe we can use it for something."

I'm not sure.

This is exactly what "Buried Cost" was for me. There were no disadvantages to having this cost, such as a decrease in the quality or efficiency of my work, but there was no doubt that the "unused digital devices" that were gradually accumulating in my house were becoming a burden on my mind.

But recently, I've been able to successfully eliminate these burial costs. What I did was to start giving them away to other people, because I didn't feel comfortable throwing them away all at once.

This could be an online auction for some people, but what I did was to have an auction on my online salon. I put up a large auction of about 20 IT gadgets I had and decided to donate all the money I got from the auction.

This way I can give things to people who are loosely connected to me, and when I get the chance, I get to know their stories afterwards.

And the interesting thing is that we actually gathered a lot of information.

For example, when I put a compact digital camera up for auction, I honestly wondered, "Will anyone use this?" I thought. But the performance of Canon IXY itself is excellent, and it still works well. But since smartphones are much easier to use and take more beautiful pictures, I thought, "I wonder if anyone would want this," but I put it up for auction out of the goodness of my heart.

When I asked the successful bidder why he wanted it, he said he wanted to use it for his child's school trip. The elementary school had a rule that students were not allowed to bring devices with communication functions, and they were not interested in buying a compact digital camera at this point.

This surprised me.

There are needs that you never thought you'd have, and fortunately for you, your buried costs turned into resources for others. Looking back, I think the

The choice to quit

~Excerpt from Chapter~

sharing economy was originally conceived in this way.

If you find it a bit hard to throw things away, or if you can think of the burial cost of things, I would encourage you to find someone who wants them and know that you can "pass them on" to them.

No to relationships full of attributes!

Buried costs also arise in "relationships". Many people may be able to get a sense of this.

First of all, I honestly believe that it's okay to sort out relationships where the focus is more on the attributes of the person rather than the target person themselves.

In business, there are often people you associate with based on their attributes. "He works at the headquarters of the XX Group," "He's the general manager," "Hanging out with this person might add to your sales performance."

I think it's common to associate with people on such business merits.

I don't think it's okay. You don't get to know everyone you work with, and that's what work relationships are for, right?" Some people may think, "It's okay.

But that's kind of sweet.

Because you are spending your most precious resource, your "time" in life, on someone you don't like. This loss is truly immeasurable.

Of course, there are certain relationships that you should value in the work projects you are currently involved in. Sometimes, getting close to the people who have the authority to make decisions can be helpful in getting the job done.

But when the project you are working on now is over, another one will begin. And the next job will probably have different attributes.

And if the people you are involved with at work don't change at all, even more so, there will always be someone close by who has the authority to make decisions, such as your boss or a client, and they may swing you around.

What I'm trying to say is that the more you say, "It's just work, so it can't be

The choice to quit

~Excerpt from Chapter~

helped," the less time you have in your life that you could be using for yourself.

What's more, you need to protect your own resources well because attribute-oriented relationships often last forever. A common pattern is a relationship with someone who says, "Because you helped me back then," or "Because you were a good customer. In short, even after a project is over, relationships based on attributes alone tend to last forever.

And all of those things become buried costs before you even realize it.

Incidentally, if you continue to have such relationships, your colleagues and subordinates around you may also have trouble with the same kind of relationship with others.

And the scariest part is that as you grow accustomed to these relationships, before you know it, you may begin to seek relationships based on these attributes yourself.

People often complain that "I stopped receiving New Year's cards" or "He is an ungrateful person" as soon as they change departments or leave their jobs. This is because they are not just one person, but rather, to put it simply, they are just "symbols" such as the name of the company and the position on the business card.

I definitely don't want my readers to be like that.

I used to work in sales, so I have met many people in my job, and some of them were "misunderstood" people who had a sense of superiority because they were in a position to "be sold to".

I am sure they were not like that when they were new. But as they lived with the "symbols" given to them, they may have really turned into "symbols".

I am convinced that now is the perfect time to end such relationships. This is because remote working and social distance, for example, have drastically reduced the number of company drinking parties and business entertainment that used to be the norm.

If you've been going to drinking parties that you don't enjoy because you thought, "I've got the company I want and the relationships I've made, so I have to go... ..," then you've been buried in relationships that you don't understand.

The choice to quit

~Excerpt from Chapter~

But if you really look at what's important to you and think, "This is not where I want to spend my life! If you think, "This is not the place I want to spend my life," then the environment is gradually becoming more and more conducive to considering other options.

Many business people are somewhat aware of the burden of relationships that they have been carrying on with reluctance. I recommend that you take this opportunity to sort out those relationships that have become a cost of being buried.

The only criterion for judgment is whether you like it or not.

I feel that many people tell themselves that the burial costs that arise in their work are to some extent necessary to create a career. This is reflected in the words I wrote earlier, "That's how work is, isn't it? It is expressed in the words I wrote earlier, "That's what working people are like.

I'm getting paid, so I'll put up with some things I don't like and work. I need it for my living."

It seems to me that you are getting an important "benefit" from working for a company, but if you are being restricted in how you spend your life time, you should rethink it as a cost.

You need to separate the time of your life from the paychecks and benefits you get for putting up with it.

What is important is your time and your quality of life. It is important to make all decisions based on whether or not your life will be enriched and whether or not you like it.

Instead of unconditionally pursuing criteria such as "how much money can I make" or "how much can I improve my social status," think in terms of how much it can benefit you in terms of improving your quality of life. In the light of quality of life, there is a possibility that the way you have been working for a salary is itself a buried cost.

In this book, I encourage you to make the choice to stop, but if you see what you have done in the past as a benefit, it will be difficult to take the action to stop.

By the way, do you know "KONMARI METHOD"?

The choice to quit

~Excerpt from Chapter~

Marie Kondo uses the keyword "thrilling" when organizing something. For example, when she decides whether or not to throw something away, she decides based on whether or not the item is "thrilling" to her. When I heard this, I thought, "This sounds a lot like me. I thought that being "thrilled" was a state of being "contributing to my quality of life.

Compared to concrete effects such as usefulness or how much it will sell for, being "thrilled" is a bit of an abstract feeling. However, no matter how expensive and valuable an item is, if you are not attracted to it, there is no point in keeping it.

As I mentioned earlier, I've always been the type of person who saves things thinking "I might still use it". I think I used to accumulate things I bought in the past, thinking that they might be useful someday, and used that as an excuse not to throw them away.

Recently, I finally got out of the spell, and what I feel through the process is that no matter how good things were in the past, if they don't inspire you in the present, they will become a sunk cost before you know it.

In the same way, even if you have worked hard at the same company and received a lot of salary and profit, it is only the fact that you received salary as compensation for your work, and everything is in the past.

Instead, I want to know how much I am thrilled by the work I am doing at the moment.

I believe that if you decide everything you do based on whether or not it will enrich your life, it will eventually lead to a happier life, and as a result, you will be able to build good relationships with those around you.

Let's upgrade your operating system!

From the viewpoint of "improving the quality of life," I still need to put my roots into my life.

It is essential to be willing to fundamentally change. In these ever-changing times, few people can be satisfied with simply doing the same thing all the time.

So I have been telling people on various occasions to always update themselves, but when I think about working and lifestyle in the post-

The choice to quit

~Excerpt from Chapter~

pandemic era, I feel it's better to change the word to "upgrade" anymore. I think you need to reset your mindset and the way you thought and were in the past and upgrade your mindset.

From an IT point of view, it is easy to understand that an update is a modification or improvement of the OS, while an upgrade is a replacement of the OS itself. Upgrades are replacements of the OS itself. In other words, instead of thinking "let's make it better" or "let's work harder" as an extension of the past, I think you should act as if you are replacing the OS itself.

In order to have a sense of upgrading yourself, you must first have a perspective that captures "how you look from the outside.

It's important to note that when you try to incorporate objective opinions to upgrade yourself, you may end up attracting opinions that want to "undo" you. This is not surprising, because you will hear opinions from the relationships you had before the upgrade.

I call this the "curse of the cost of embedding from others" or something like that: A simple example of this is "parental block".

Do you know when is the worst time for a company to interview you for a new job?

It is the end of the year. Because, in most cases, a new job starts after the new year, but because the New Year's holidays are in between, there are more opportunities for parents and relatives to stop you when you go back home and say, "Don't do that.

This is a funny but true story, but when an acquaintance of mine got a new job at Microsoft, where I used to work. He used to work for an affiliate of a major telecommunications company, but when he went home to his parents' house and told them that he was going to change jobs to Microsoft, his relatives all said, "What? Microsoft? Are they making money there?"

He was told.

Then,

"Well, in its own way,"

He replied.

Don't go to that incomprehensible company! If you're going to quit anyway, go and become a civil servant!"

The choice to quit

~Excerpt from Chapter~

I'm not sure if that's true or not, but it's a very good point. This is an extreme example, but I think there are a lot of fine lines where you might find yourself saying, "Well, that may be true if you ask me

There are many situations around us where we get lost and lose time in our own lives when we are a little fuzzy and don't deny it clearly enough to say, "No, I'm not.

Even if you've decided to radically change who you are, the opinions of your old relationships are likely to negatively impact your change.

Of course, you don't have to be estranged from your family and acquaintances, but at least you don't have to actively ask their opinions or maintain relationships with them if you don't find them necessarily useful for improving your quality of life.

As you design your own quality of life, you will surely have opportunities to confront these relationship sunk costs.

But since you are upgrading your "personal OS" based on the policy of leading a rich and happy life, I think you should draw a firm line there.

You can upgrade and "sense" your existing skills.

While some aspects of work, things, and relationships are relatively easy to notice and understand, let's look next at the "mind-side sunk costs" within ourselves that are harder to be aware of.

Specifically, "experience," "persistence," "old ways," "past successes," "preconceptions," "prejudice," "common sense," and "memories" are examples of these.

As for memories, if they are necessary to enhance or maintain the quality of life in the present, there is no problem at all. There is no need to deny the memories of the past, just keep them in your heart as good memories. However, you may want to be careful if the memory is connected to some kind of success story. Because this can easily turn into "sticking to" or "old ways" and so on.

Secondly, I believe that "experience" and "adherence" seem to be abstract at first glance, but are actually expressed as concrete skills. This is because

The choice to quit

~Excerpt from Chapter~

it is a concrete skill that you acquired through an "experience" that you become "fixated" on that experience.

And those adherence is reinforced by "success stories".

However, I believe that the essence of skills is that they become skills because they can be replaced. This is precisely why jobs such as doctors, pharmacists, and lawyers, which are now considered specialized and highly skilled, will become commodities as technology evolves, and will eventually be replaced by AI. Even if you are improving your skills based on your own "experience" and "persistence," you can only update your skills as an extension of your existing ones, and you will soon be unable to compete with AI.

If your "experience" to date is something that has supported the foundation of who you are, and it could become a sunk cost, some people may not know what they should really be working on from now on.

"I've been doing this my whole life, this is the only skill I have, and I don't know how to do it any other way"

What should such a person do?

My answer is to "sense" and upgrade your skills.

I think people tend to think, "Isn't sense something you're born with?" But in fact, anyone can create their own sense of style.

Simply put, you can take the skill elements you have and multiply them by more than one.

Moreover, there is no right way to do it, so you can define it in a new way within the range that you are comfortable with. You can define it in your own way, based on the policy of "enriching your life".

As an example, it is easy to understand when you consider the culinary world.

While all restaurants have similar menus, the originality of each restaurant is actually created by a little bit of skill and ingenuity in the combination of dishes. This is not limited to the food itself, but can also include, for example, the choice of plates and the names of the dishes on the menu. And ultimately, the chef will be recognized as having "good taste".

The choice to quit

~Excerpt from Chapter~

When you think about it, it almost doesn't matter if a certain skill you have is unique in the world or not.

Instead, you should keep your vision as broad as possible and then multiply elements that seem distant to you. This will increase your chances of creating something unique. Creating this "personal style" is what it means to "sense" your skills.

At this time, some people come across information that "XX-san did it too" or "It was already introduced in XX", and they get depressed and stop doing it. But it's okay to just think, "Oh, I see," and ignore it.

Because just by multiplying a few skills, you'll already be increasing your own scarcity value.

Even if someone else is doing the same thing, that doesn't mean they are "generalizing". Rather, if someone else was doing something similar before you, it's evidence that they are closer to what you want to do, so you can keep referring to them.

For example, let's say you have rice, eggs, and soy sauce in front of you. Then, there is no other way but to cook rice with an egg, right? Then, Mr. A thinks, "This may be the best invention of mankind! and he advocates the idea of "tamakakegohan".

But then Mr. A discovers that there is already such a thing as "egg rice" in the world. However, I don't think that this fact does not mean that "Mr. A's discovery is worthless.

The reason for this is that you can just multiply it further from there.

If there is already an egg on rice that is a combination of the three elements, then the next step is to consider the egg on rice as a single element and add seaweed or green onions to the egg on rice. Then, a completely new combination is born.

Anyone can make sense of their skills by repeating this process over and over again. Repeating trial and error in this way opens up the possibility of discovering a fantastic seasoning somewhere along the line and creating something unique.

It's unlikely that you'll find a novel idea right off the bat. What is important is that you take action to multiply your skills without worrying about whether others have already done it or not. Without that, you will never have the chance to encounter the "fantastic seasoning" one day.

The choice to quit

~Excerpt from Chapter~

Skills are cumulative. It is necessary to mobilize your "experience" for this purpose. This is not the same as staying in the egg-and-rice stage, stuck in "adherence" or "old ways" or "past successes".

Rather, it's more about taking the skills you have, multiplying them by two or three, and then building on that to see what toppings you can add. This process of trial and error is called "creating a sense with skills".

Not all of your "experience" will be wasted, but it's the choices you make that make you unique.

That is exactly what your "sense" is.

The skill crossing is "Japanese spaghetti with cod roe".

When skills are multiplied, they become original abilities and a "sense" is created. This is not wrong, but on the other hand, I believe that if you think about things based on the assumption that you will multiply your skills from the beginning, your thinking will become smaller and you will tend to lose your way.

Instead, innovation is born from crossing things that may or may not be able to be crossed.

Think of "Japanese-style Tarako Spaghetti". Japanese-style tarako spaghetti was created by combining Italian-born pasta with Japanese-born tarako, seaweed, and soy sauce flavor. This is not a dish that was designed to be crossed from the start. It was born from the "accidental" meeting of two completely different types of ingredients.

If you start from the beginning with the premise that you are going to cross breed, you will probably just end up with mediocre pasta. No matter how skilled you are at making pasta, growing tomatoes, or olives, the idea of pasta is still Italian food.

Of course, if everything is at the highest level, including ingredients and cooking techniques, it will work, but if each is mediocre, no matter how many skills you put together, it will often end up being very ordinary. From your perspective, making noodles and growing tomatoes are two

The choice to quit

~Excerpt from Chapter~

completely different skills, but unfortunately people don't see it that way.

If you think "I'm going to connect skill A to skill B" from the beginning, the result will be mediocre. So what should you do?

The only way to do this is to broaden your horizons as much as possible, and take the plunge and choose completely different things and combine them. Even so, I think it's hard to know what to choose based on, but I think it's a good idea to choose what you like and combine them.

I really love this!"

I get excited just thinking about it!"

If you freely define such things as "skills" and multiply them together, so to speak, you can easily create your own style of innovation.

Furthermore, you are doing something you love to do, so even if it doesn't work out, the work is not painful, but only enjoyable. This is how work enriches your life.

From this, I think that in order to create originality by multiplying skills and to compete with a heightened sense of style, it is important to always be aware and prepared to "have more than one thing you really like.

People are attracted to those who can be open about themselves.

When I tell you these stories.

I see what you're saying, but I don't have much skill, and even if I did, I wouldn't be able to multiply it.

Some people get depressed. For me, it's a state of not really knowing "what I like", so they either don't dig deep enough into themselves or they simply lose confidence.

If that's the case (and it's not a universal method), consider how you can use the "things that aren't working" against you.

For example, most of the articles, books and other content in the world today are based on methods that teach you how to make it work. Many people who think "It doesn't work at all" don't show the process. This is because they assume there is no need for such a thing. Or simply because

The choice to quit

~Excerpt from Chapter~

they don't want the sender to feel embarrassed or incompetent.

But if you think about it, the way it's not working is a valuable example that we should all avoid. So I think it would be a good idea for us to dare to make that part of a content.

It's okay to ask for advice, "I can't get it right, so help me," but it's also okay to output your inability to get it right in a nonchalant way.

If you're not doing well in sales right now, you can start a "Not Doing Well Sales Staff Community". We can write it around real information, "Why isn't it working for me?" and then start a community (thread) where you can just write about it, no advice, no mounting, and there might be a significant need for it.

In an online salon I run, I once asked the question, "What makes you a bad presenter?"

Most of the answers were divided into two. One was "I'm just nervous. The other was "I don't want other people to think I'm not good enough. In other words, many people are very concerned about how others will see them.

But if we all think that we don't want others to think we're bad at it, then conversely, The "elements that others may see as negative" are actually stories that can be very sympathetic.

When someone is repeatedly making mistakes and not doing well, or thinking "I've lost it", "You'll do fine, just hang in there a little bit longer" would be a royal piece of advice.

But I think that in a world where we have so much freedom to output, it's better to take the things that aren't going so well and think, "Thank goodness I failed and now I have valuable content again. It's one way to put aside what other people think of you and think, "This is going to be my story. According to Alan and Barbara Pease's book, *Getting Along with Others* (St. Mark's Press)

The most fundamental part of human nature is that we want to think that we are important.

In other words, it takes a lot of courage to output information that seems unimportant to you. However, the book also says that human beings have

The choice to quit

~Excerpt from Chapter~

the nature of "retribution". For example, if you output something that is not going well, people who see it will be more likely to output something that is not going well.

This means that people who are open about themselves will be surrounded by people who think the same way, and as a result, they will have a broader perspective and be more likely to get opportunities and hints to change themselves.

In any case, upgrading yourself is a process that requires a lot of "boldness" to open up even the most embarrassing parts of yourself, even the parts you don't want to show.

It takes courage at first, but I feel that the atmosphere that allows self-disclosure is becoming stronger in various fields. It's becoming easier and easier to be open about yourself, so one effective way to create your own content is to show your entire trial-and-error process.

The undeniable cost of "staying in a job you're not cut out for."

There is one more factor that you should look back on as you upgrade yourself.

It's the perspective of, "Is this the right job for me in the first place?" This is the viewpoint of "Is my current job suitable for me in the first place?"

It may sound a little cold, but the typical sunk cost is to keep doing a job you're not suited for. It's the state of being buried in the mindset that "I got the job and I have to keep working hard at it."

It is often said, "If you give up halfway through and try something else, it will never work out. However, this is a baseless claim.

It is easy to understand if you look at sports, but there are plenty of players who seem to come back to life as soon as the coach or the team they belong to changes. You don't have to "bloom where you are", but the experience of failure itself can be a great resource. It's a good thing to have that as a base and move on to the next step with a light touch.

There are many HR consultants out there who have failed miserably as a result of working in sales staff jobs they weren't suited for, but have gone on to become successful HR consultants.

The choice to quit

~Excerpt from Chapter~

That's what I've said in many places, but I was a clunker as an engineer myself, and that's not even a story anymore.

Nevertheless, I was able to survive by taking advantage of my experience in programming as a job and moving into the field of IT consulting, where I was able to "communicate the essence of the value of IT. If I had continued to work hard as an engineer, which I was not suited for, I would surely have been carrying sunk costs and complaining about the company and my bosses nowadays.

Then, I don't think I gave up my job as an engineer. Rather, I didn't continue. So I changed my focus and the axis of my work and "multiplied" my previous experience as an engineer.

One thing I can say is that when I changed my focus and became an IT consultant, I clearly felt that I was better suited for this type of work and that I wanted to do it.

In other words, when thinking about how to multiply your skills, imagine the person you really want to be, and think about what makes you excited at the moment.

In such cases, "experience" doesn't take up any physical space, so you can freely pull it out and use it as a skill at any time.

By the way, nobody cares that I was a clunky engineer. They are usually surprised and say, "Oh, I didn't know that! or "You're a good presenter though, aren't you?"

People don't really care about other people.

This is one of the reasons why I recommend.

"Should" is a curse word that hardens our thinking.

Now, let's look at some of the mind-side sunk costs: preconceptions, prejudices, and common sense.

Actually, there is one word that I try to never use. It's "should". The reason why I don't use it is because the moment I say "should", I am left with only one choice.

Of course, some people's thinking doesn't become rigid just because they use the word "should," but most of the time, as soon as you emphasize the

The choice to quit

~Excerpt from Chapter~

word "should," your thinking tends to harden and other choices become "shouldn't." Instead, it's better to rephrase the phrase as "you should" so that multiple options naturally come into view.

Thus, it is said that "words make the person", and they are very powerful. Therefore, the first important mindset is to make it a habit not to use words that deliberately bind your thoughts and actions.

In addition, the word "should" can easily lead to "preconceptions" and "prejudice", and it is easy to follow the "common sense" that has continued from the past.

A familiar example is what happened to mixed martial artist Satoshi Ishii, who won the gold medal in the men's over-100kg judo division at the Beijing Olympics.

In Japanese Judo, it is said that "Judo in kanji and Judo in romaji are two different things", and there still seems to be a "theory that one should" take Ippon beautifully by throwing techniques. In this sense, Ishii is a very good athlete. In this sense, Ishii was not a well-liked player in the world of judo.

He was a results-oriented person, who was only concerned with the outcome, as long as he could score points and win. This is why, despite his Olympic gold medal achievement, he was criticized for saying, "That's not judo. Of course, his outspoken words and actions also touched a nerve with the "ought-to" crowd in the judo world.

The question I would like to ask here is: What is the best way to compete in the Olympics in accordance with the rules, and what is the final result?

What will be important is, "For the athletes who have that chance, isn't winning a gold medal the most important thing?" That's what I'm saying.

If Ishii had stuck to beautiful throws and lost in the third round or so, he would have been severely criticized.

Then the question is, which is better, "Wouldn't it be better to get solid results?" So there is a contradiction.

Moreover, Judo is now spreading globally, and getting on the podium and winning a medal has become the most important theme for athletes around the world. Despite this, Japanese judo athletes are forced to play the "impossible game" of "winning a gold medal and at the same time winning

The choice to quit

~Excerpt from Chapter~

a beautiful Ippon". This is a typical "ought theory.

If you win by fulfilling both of them, you will be praised very much, but if you lack either of them, you will be blamed thoroughly. In fact, Ishii, who didn't make a beautiful throw, was criticized for not doing so even though he won the gold medal, saying that it was his specialty.

Not only "prejudice" and "common sense," but also "past success experience" has a lot to do with places like this. After all, in the days when judo had not yet become globalized, Japanese judo was quite successful in winning by Ippon. This success experience has probably led to an environment in which it is easy to impose a value system that says that the ideal form of judo is to score an ippon by beautifully executing a throwing technique.

However, not only in sports but also in business, no matter how many past successes you have had, when times are changing and you are exposed to change without any choice, you will need to change your fundamental values.

Otherwise, you will be so caught up in the "prejudice" and "common sense" of your narrow world that you will not know for whom you are fighting and for what you are working. In addition, if you don't get any results, you will be in a mess.

I think that every businessperson has more or less the same "fixation" on "this is the way it must be" or "this is the way it should be".

However, in the post-pandemic era, conventional wisdom has fundamentally failed.

It is now obvious to everyone that business models that remain unchanged from the past are no longer valued at all.

Microsoft CEO Satya Nadella once said.

In our IT industry, tradition is not respected, it only respects innovation.

In other words, in the world of technology, tradition, or "just the way it used to be," is not worthy of respect.

Of course, it is not enough to simply condemn the traditions of the past, but especially in the rapidly changing world of technology, the warning bell is that simply respecting the past will only lead to stagnation.

Have a mindset of "always innovating."

The choice to quit

~Excerpt from Chapter~

This is the kind of thinking and attitude you need to upgrade not only your work but also yourself.

When anxiety strikes, focus on what is "controllable and important"!

The last of the mind-side sunk costs is about anxiety, which many people tend to have.

I believe that the most important way to avoid getting swept up in the feelings of anxiety is to focus on the things that you can control and that are important to you. When you get swept up in things you can't control, you create anxiety, which causes you to suffer as a sunk cost.

Especially after the spread of the new type of coronavirus infection, more and more people are worried and anxious about their future, their jobs, and so-called economic trends.

However, I believe that worrying about the economy and worrying about your life are two completely different things. The economy is like the weather, so to speak, and just because it's raining hard doesn't mean your life is over.

In short, we see the economy as just existing as the weather does, just as the weather exists as the economy does.

I once gave a lecture on team management at NewSchol, a project-based school run by NewsPicks. This is also the concept of anger management (psychological training to deal with anger), and the essence of management is to focus resources on "controllable and important things".

Devoting resources to something you can't control is a cost, and to put it bluntly, it's a waste. It would be nice if you could gain something valuable by focusing on that part of your business, but in reality, that's exactly what you can't control, even if you care about the economy.

It doesn't mean that life isn't affected by the economy, it just means that it's silly to worry about its effects.

Again, the important thing is to focus on the parts that you can control and that are important to you. Maybe you think that the parts you can control will be affected by the economy, but even in that situation, is there anything you can control by changing your behavior? What can you do to improve

The choice to quit

~Excerpt from Chapter~

your quality of life? These thoughts and choices are important.
Bill Gates is said to have predicted this in 1981.

"No computer will ever need more than 640 kilobytes of memory forever."

About 40 years ago, he assured us that a personal computer could do just about anything with 640 kilobytes of memory. Today, however, we live in a world where 46 gigabytes of memory is just a few clicks away. But back then, even a computer with 64 kilobytes of memory was expensive, so he probably thought that 10 times that amount of memory would be enough to

Then it's not as if Bill Gates didn't know much about computers. Rather, it means that whoever does can't rely on predictions of the future that much. Even those who were in the middle of the personal computer world at the time could foresee such a future, so I wonder how much sense it makes to be anxious about things you can't control, such as economic trends. I myself have a rough forecast of the future economy, but I don't think it matters if I am right or not.

Is that something "you can do because you're Mr. Sawa"?

I've written about clues to eliminate the cost of mind burial. Here's a phrase I've heard a hundred times in my many talks.

It's, "You can do it because it's you, right?" That's the response.

So I always respond to this statement with this.

Have you ever tried?"

Then the counter came again and said, "What if you do it and fail? No one is going to take responsibility for it?" And so the next time, I say, "It won't kill you, so don't worry. Then I reply, "Don't worry, you won't die.

What I wonder is why we think like we are suddenly jumping off a cliff without a lifeline. Perhaps this is exactly the state of being crushed by the burrowing cost of anxiety.

So what exactly should you do? You don't have to take a full swing, just a smaller one.

The choice to quit

~Excerpt from Chapter~

It's no wonder it's unsettling when the route is to suddenly head for the precipice, leap at full speed to the (hopeful) new path on the other side of the cliff, and if you don't reach it, fall into the abyss:

Instead, you'll find that there's always more than one route to take, whether it's wandering around looking for a suspension bridge, wondering if there's another way to get to the other side if you take a more roundabout way, or scurrying around looking for someone to lend you a handy ride. Or you'll find that there's always more than one route if you just calm down a little. However, there is one thing I want you to keep in mind. That is, I want you to take a "swing" anyway.

It doesn't matter if you're thinking of baseball, golf, tennis, or anything else. But don't just look at the ball, concentrate on taking small swings.

I recommend that you start with what you can do, and try something you've never done before.

At this point, the response is, "Someone else has already done that, haven't they?" The response is often, "I'm sure someone else has already done it.

But this is the most irrelevant part. Because you're not that person. If it's the first time you've ever done it, that's all that matters. If you don't make a change, you can't change from who you were before.

When confronted with anxiety, many people tend to take the same half-hearted swings they've always taken or, conversely, take full, reckless swings and drive themselves into a corner. Instead, take a small swing in a completely different way.

There are things that you can only understand by actually experiencing them yourself, and all the experiences you gain in the process of taking small swings become fresh "primary information" for you. That's the best information that you can't get from any article or information, it's your own personal information. In some cases, they may be experiences of failure, but in my case, it's those experiences that I try to share with many people and turn them into content that they can relate to.

Of course, you don't have to force yourself to disclose it, but such an experience of your own failure can only be positive for you because you can surely apply it to your next action.

Prepare yourself for the "small swing" --- fantasize about the "dreamy thing".

The choice to quit

~Excerpt from Chapter~

The reason why you are not able to take a step forward in your own "small swing" may be because you no longer believe in yourself in a positive way. In my case, I've been lucky enough to have experienced the "no matter what you do, you can't die" thing a lot. I've had the opportunity to speak at some of the most prestigious places and work with some of the most famous people, and while I've made mistakes, I've never had a serious accident that I couldn't recover from. I've had a lot of "I didn't die" experiences.

I was always a person who had a tendency to have feelings of inferiority, but thanks to these experiences, I have gradually become more optimistic about myself.

However, I can recommend to you as an effective course of action that whenever I had a choice of "do or don't do", I always chose the "do" option. This has to do with how you perceive "opportunity," but I believe that to make the most of an opportunity, the first thing you need to do is to have the ability to react quickly. To take advantage of an opportunity, I believe that the first thing to do is to be quick to react. Opportunities are very quick to flee, so when you think, "I think it's coming," you need to be quick to react and jump on it immediately.

I understand the feeling of "No, I can't do it because I'm worried about it. No one can jump into the water without any preparation. It would just be a reckless full swing, and you might make a fatal mistake.

Rather, preparation is necessary in order to create the instantaneous power to seize an opportunity.

And I think this preparation is a little bit different from taking some qualifications or studying. So, what should you do?

You have to keep it "delusional" all the time.

For example, if your favorite actor suddenly appeared in front of you and talked to you, what would you say at the first word? The first thing you need to do is to imagine what you're going to say.

The more you think, "There's no way such a dream will actually happen," or

The choice to quit

~Excerpt from Chapter~

"It's just plain stupid," the less you can do when the time comes, and the more you will miss your chance.

But those who fantasize in advance get the simple result that when the time comes, they can say "I can say one word without biting my eye out". This is the essence of "taking advantage of opportunities".

It doesn't matter what kind of fantasy you have anymore, but it's better if it's fun and positive. If you decide, "This isn't going to happen, but if it does, I'm going to act like this!" If you decide "This won't happen, but if it does, I'm going to act like this!

That's why we take chances.

If you are ready to say, "Okay, I'll do it," or "Yes, I'll do it," when the time comes, you will always be able to choose the "do it" option.

We all had many of these fantasies when we were children. In the world, the term "CHU-NI-BYO (behaving in a way characteristic of teenagers going through puberty, esp. by being overly self-conscious)" is sometimes used to refer to the behaviors and thoughts that are common during adolescence, but sometimes I think it's better to make "CHU-NI-BYO" a chronic condition. Children do not have reasons to say that they cannot do something. The reason why they think "I can't do it" is because in a standardized education, adults draw various lines on their own and make them compare themselves with others, which makes them think "You're above me, you're below me." in their consciousness.

In this way, the healthy self-confidence that we all originally had in ourselves will be lost more and more.

"Quitting" is the beginning. Let's create a good flow.

I believe that in the future, it will not be those who can do something, but those who can decide to quit immediately who will be able to do the job. To tell the truth, this was always the case, and it will become even more obvious.

For example, when a new type of coronavirus infection began to spread, companies that quickly decided to stop doing things the way they had always done them, such as going online instead of going to work, were able to shift gears smoothly and survive.

The choice to quit

~Excerpt from Chapter~

On the other hand, companies that cling to the "old ways" and "common sense" of the past still face cost pressures in many areas and are lagging behind in technological model innovation.

Similarly, for individuals, the ability to quickly decide to quit will become a very important mindset in the future.

Many people find it difficult to make the decision to quit. Whenever I give advice on changing careers, I always tell people that they don't have to go all out right away. If you're not comfortable with full swing, just do it a little at a time. You can start something new little by little, like starting something on your own for a weekend or helping out at another company or organization.

The people who really get the job done are the ones who can do it right away. People who can make a quick decision, "I'm going to stop this and go over there," end up making better use of their time and are fully committed to the new place and get results, so there's very little time and energy wasted.

When you think, "This is not for me," or "This is not good for me," you immediately make the next choice. People who can make such a "hop" right away are the ones who can get results wherever they are.

Of course, if all you do is hop around and fail at everything, it's just a chain of failures, so the basic premise is just to find a place that suits you and where you can get results. The people who have the highest probability of success are the so-called serial entrepreneurs, who start their own businesses one after another and succeed one after another.

At first glance, they may seem like people who can do everything well. But what I've found in my own relationships is that they are able to quickly identify what doesn't work and "quit".

In any case, what I would like to say to many businesspeople is, "Don't take a full swing from the start with no turning back. You should try what you really want to do little by little with the intention of repeating small experiments from among the skills you have at hand and can make use of.

This also coincides with the process of eliminating the "cost of being buried," and we'll discuss specific ways to do this in Chapter 3, but when you want to make a change, the easiest way is to "stop" doing something first.

The choice to quit

~Excerpt from Chapter~

It's fine if you can suddenly change your thoughts and actions to positive ones, but if you want some clues for change, why don't you start by stopping even one unnecessary thing in your life?

When you stop, something inevitably changes.

Even if you don't change much, at least you will definitely feel that you have stopped, that you have changed, and that you have made a difference. This positive feeling will reduce your sunk costs.

Stop doing something and eliminate your own sunk costs. This process is a great "first step" in changing yourself.