

Chapter 28: Maintain Your Own Scorecard

Ego is the Enemy — Ryan Holiday • Executive Breakdown

EGO IS THE ENEMY

1 Warren Buffett's Inner vs. Outer Scorecard

- ✓ Warren Buffett poses the ultimate question: 'Would you rather be the world's greatest lover, but have everyone think you're the worst? Or the world's worst, but have everyone think you're the greatest?'
- ✓ The Outer Scorecard judges by what others think—titles, rankings, social acclaim, press accolades, and market hype.
- ✓ The Inner Scorecard judges by your own uncompromising standard of competence, ethics, and effort, regardless of public perception.

2 The Peril of External Metrics

- ✓ If you live by the applause of the crowd, you will die by their boos; external validation is volatile, fickle, and largely outside your control.
- ✓ Orson Welles won worldwide adulation for Citizen Kane at age 25, but let the Hollywood scorecard dictate his happiness, leading to lifelong frustration.
- ✓ When you rely on others to tell you whether you succeeded, you hand your psychological wellbeing directly into the hands of strangers.

3 Holding Yourself to a Higher Standard

- ✓ The professional does not celebrate sloppy victories that fooled the audience, nor do they despair over brilliant performances that went unrecognized.
- ✓ Coach John Wooden never spoke about winning games; he defined success as the peace of mind knowing you made the maximum effort to become your best.
- ✓ When your inner standard is vastly higher than what the market demands, you become immune to both flattery and slander.



Chapter Summary

- ✓ Warren Buffett's Inner Scorecard anchors self-worth in private standards of excellence rather than the fickle applause of the crowd.
- ✓ Relying on the Outer Scorecard guarantees emotional instability, as public accolades can be revoked overnight by circumstances outside your control.
- ✓ John Wooden revolutionized athletic coaching by decoupling the definition of success from the scoreboard and tying it entirely to maximum effort.
- ✓ When you hold yourself to an internal standard more demanding than any external critic, you become impervious to both flattery and condemnation.