



BROYHILL
BOOK
CLUB

2018

INTRODUCTION

Architecture begins with a drawing. Music begins with a score. And investing, as we know, begins with an idea. One can draw architecture that is never built. Or write a score that is never performed. And plenty of ideas go unnoticed. Architectural drawings, musical scores, and ideas can live a perfect life tucked away in a drawer, forgotten in the attic, or constrained to a daydream. But their lack of performance does not make them any less. Their power lies in imagination—in paving the way for creativity, for exploration, and for new approaches to old problems.

Beethoven composed his final works without hearing them. Bach's scores were not played or performed for two centuries before Mendelssohn rediscovered them. And the magic of architectural drawings and new ideas can wait a long time before revealing themselves.

The drawings in [*Never Built New York*](#) are not an inventory of missed opportunities. Rather they are stepping stones for future development—a great reminder to take risks, dream big, and embrace failure. Thanks, Mike, for this beautiful gift.

Note: pair with [*20th-Century world Architecture: The Phaidon Atlas*](#) for an inspiring coffee table collection.



Source: [Giant domes and airports in the sky: The New York that never was](#)

about the BROYHILL BOOK CLUB

The Broyhill Book Club was born in 2015 with the simple idea that less time in front of the screens meant more time for independent thought and deep work. I set out with a goal of reading one book per week in an attempt at shifting my lifestyle away from online diversions and optimizing return on time invested. As it turns out, substituting television for an Amazon Kindle has extraordinary implications for mindfulness and clarity of thought.

All good investors appreciate the need to read extensively, but few recognize the benefit of reading broadly. The temptation to click on every email notification or enticing “breaking news” story too often leads us down a never-ending Google rabbit hole. The art of focus is lost in the 21st century. Instead, we spend the majority of our time in front of the screens erratically chasing the latest headlines rather than adopting a more attentive and comprehensive approach to learning.





The Roman Stoic philosopher Seneca described a well-ordered mind as one able to remain in a single place and linger among a limited number of master thinkers. “So you should always read standard authors; and when you crave a change, fall back upon those whom you’ve read before...and after you have run over many thoughts, select one to be thoroughly digested that day.”

All knowledge is cumulative. Successful investors compound their wisdom through broad reading over a lifetime. The following pages outline our reading journey over the past year. As always, we enjoy the journey just as much as sharing what we’ve learned with friends. Clients of Broyhill are welcome to choose one book for their own library—it’s our way of saying “thank you” for giving us the motivation to come into the office every morning smarter than the previous day. In addition to this year’s journey in the pages that follow, you can view previous editions of the Broyhill Book Club, by clicking the images below.



2017

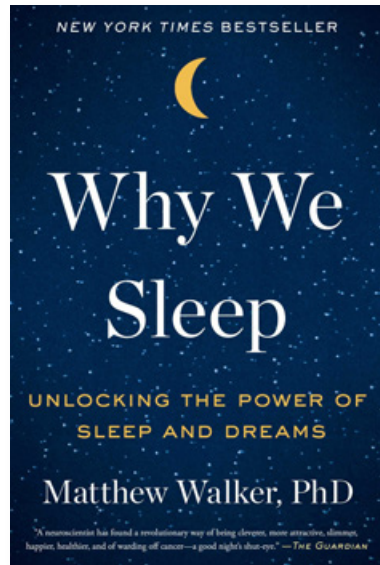


2016



2015

THIS YEAR'S FAVORITES

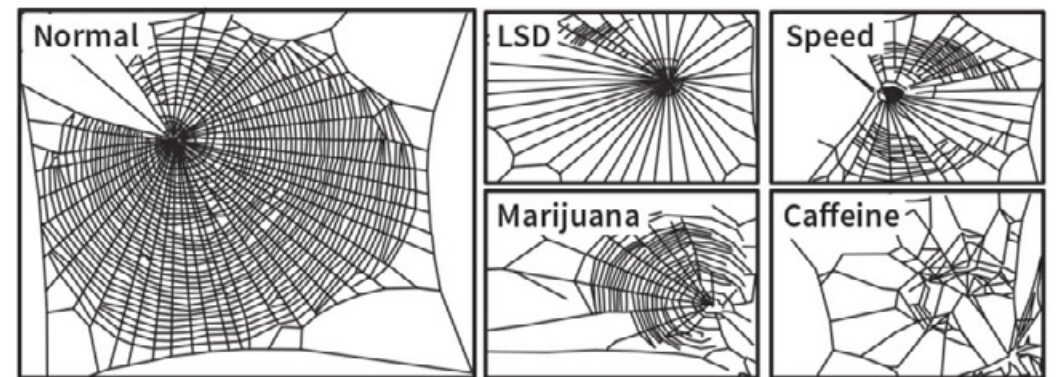


WHY WE SLEEP

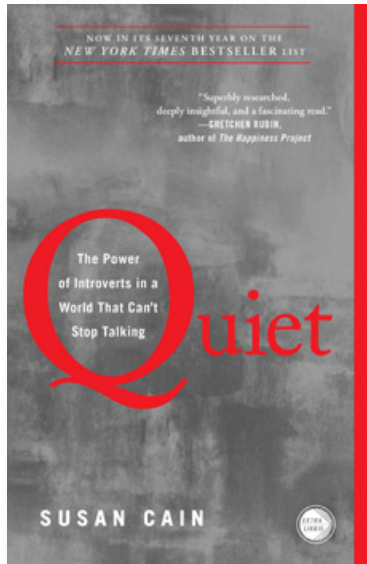
by Matthew Walker

Amazing breakthrough! Scientists have discovered a revolutionary new treatment that makes you live longer. It enhances your memory and makes you more creative. It makes you look more attractive. It keeps you slim and lowers food cravings. It protects you from cancer and dementia. It wards off colds and the flu. It lowers your risk of heart attacks and stroke, not to mention diabetes. You'll even feel happier, less depressed, and less anxious. And best of all—it's totally free!!

The benefits of a full night of sleep have been well documented and well scrutinized in thousands of scientific reports. Of course, knowing this doesn't actually help you sleep. Rather, for someone who suffers from insomnia, knowing the damage caused by sleep deprivation can make it even more difficult to count sheep. This was certainly the case when I ordered this book during an Ambien fog around 2 AM and read it until the Pavese Family woke up. Simply stated, this book had a more significant impact on my life than any book I've ever read. I've suffered from insomnia for years, perhaps decades. *Why We Sleep* was a game changer for me. It's amazing how something as simple as cutting caffeine after lunch can have such an immediate and significant impact on your wellbeing. Not to mention, it's not particularly helpful for spinning spider webs.



THIS YEAR'S FAVORITES



QUIET: THE POWER OF INTROVERTS IN A WORLD THAT CAN'T STOP TALKING

by Susan Cain

Disclaimer: I am an introvert, so this is a highly biased review. That said, this book shifted my mindset more than any other book I read this year. After reading it, I plunged into a week-long obsession with personality types. For what it's worth, I am a classic [Enneagram Type Five—The Investigator](#). The Investigator

is the “intense, cerebral type: perceptive, innovative, secretive, and isolated.” Per Susan Cain’s [Quiet Revolution Manifest](#), there is a word for “people who are in their heads too much”—thinkers. Solitude is a catalyst for innovation. It’s perhaps unsurprising, then, that so many successful value investors are also introverts.



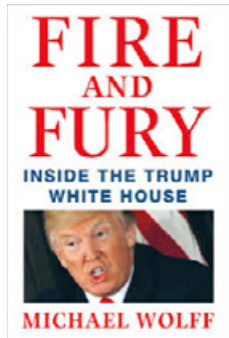
HUEY LEWIS AND THE NEWS



Last year, an old friend in the VC world suggested I give up reading the news. He dared me to go 30 days without it. As tempting as that sounded, I couldn't imagine how an investor in the public markets could pull it off. But halfway into the year, I began to realize how poisonous the news had become to my mental state. The narratives below certainly didn't help matters. Then it hit me—today's media is just not healthy. When I came across the same advice in [Make Time](#), it clicked. I needed to make a change.

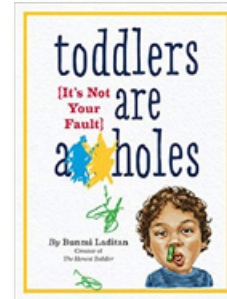
I haven't entirely "quit the news," but I have largely quit social media and my smart phone—which now operates only as...a phone. And after several months app-free (including email which I only access via a desktop), I've never felt better. I'm still fine tuning the optimal frequency of news consumption—i.e., experimenting with weekly scans for important data points rather than daily obsessions with noise—but since our investment philosophy is geared towards making fewer, better decisions, the increased focus far outweighs the risk of missed opportunities. Let's just say that I've cultivated the opposite of FOMO: JOMO (The Joy of Missing Out).

HUEY LEWIS AND THE NEWS



FIRE & FURY: INSIDE THE TRUMP WHITE HOUSE

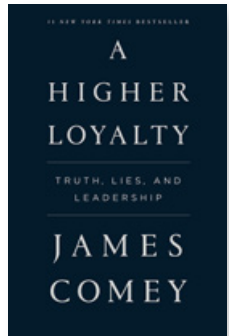
by Michael Wolff



TODDLERS ARE A**HOLES

by Bunmi Laditan

Presented without comment.



A HIGHER LOYALTY

by James Comey

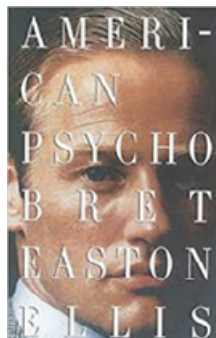
People have very strong opinions of Comey. All I can share is that the folks we know at Lockheed and at Bridgewater think the world of him. I also learned something about FBI independence. My friend Khe shared his notes [here](#).



CRAP: A GUIDE TO POLITICS

by Terry Arthur

Pair with [Parliament of Whores: A Lone Humorist Attempts to Explain the Entire U.S. Government](#).



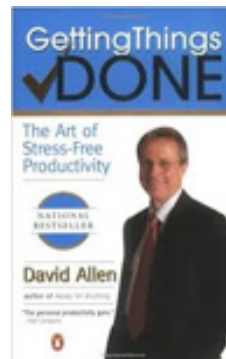
AMERICAN PSYCHO

by Bret Easton Ellis

A cult classic. I watched the movie in my 20s but felt like I just “missed it.” Perhaps my attention was elsewhere at the time. After reading the book—WOW—that’s the only plausible explanation. I’m including this here, because it doesn’t belong in the other sections of this year’s book club (certainly not appropriate for kindergarten), and coincidentally, Donald Trump, the real estate mogul, is oddly mentioned several times throughout the story. Warning: this one gets very *dark* about three-quarters of the way through. [You like Huey Lewis and the News?](#)

GETTING THINGS DONE

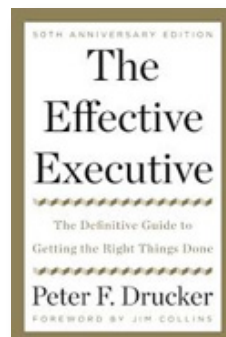
Taking a step back from the torrent of a 24-hour news cycle gave me a chance to think more deliberately about what information really did matter—or, as some of the authors in this section put it, ferreting out the signal versus the noise. Thinking about time and work differently—as something we construct, rather than something we are a slave to—prompted me to revisit some of the classics and explore some new takes on how to use time wisely. I tend to scoff at the buzzwords used to describe this work, like “productivity” and “time management,” because they seem overly focused on the hamster wheels of to-do lists and checkboxes. I see the point in a system, but not in a system for system’s sake. Rather, our goal should be to learn how to slow down and focus on what matters—these titles provide helpful perspectives on how to accomplish this.



GETTING THINGS DONE

by David Allen

I’ve seen dozens of references to GTD, but never took the time to read the original until this year. Wish I had jumped in sooner. While the system in its entirety can be somewhat overwhelming, the weekly review has been a game changer for our workflow.



THE EFFECTIVE EXECUTIVE

by Peter Drucker

It’s a classic for a reason. Written in the ‘60s, its lessons remain eerily relevant: focus on what matters, guard your time, and distinguish between the important and the urgent.

GETTING THINGS DONE



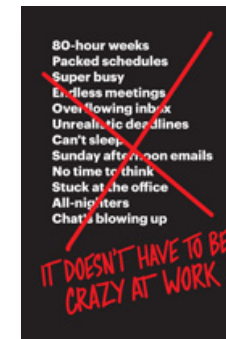
I've been a regular reader of Basecamp's blog, [Signal v. Noise](#) and have heard founders [DHH](#) and [Jason Fried](#) interviewed on the Tim Ferriss show. I remember calling Andrea immediately afterward and encouraging her to listen to the podcast. Their ideas about work are as refreshing as their writing. After reading their most recent book in a couple of hours, I immediately digested their earlier work and took extensive notes on each.



REWORK

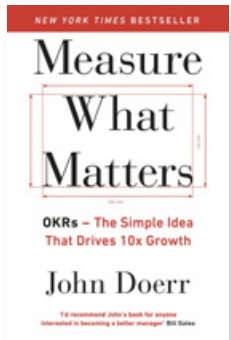


REMOTE: OFFICE NOT REQUIRED



IT DOESN'T HAVE TO BE CRAZY AT WORK

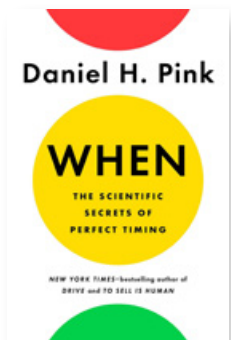
GETTING THINGS DONE



MEASURE WHAT MATTERS

by John Doerr

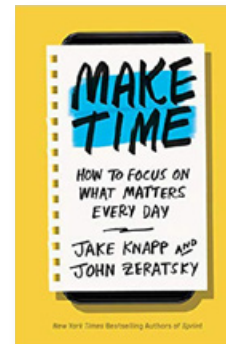
Committing to goals can improve performance. Setting challenging and specific goals can push us further. We have found the process of setting Objectives & Key Results (OKRs) on a quarterly basis provides a good balance with daily GTD workflow and weekly reviews. Google uses OKRs to set ambitious goals and track progress. Better still, it shares best practices, research, and tools to implement many of these processes. Here is Google's guide on [Goal Setting with OKRs](#).



WHEN: THE SCIENTIFIC SECRETS OF PERFECT TIMING

by Daniel Pink

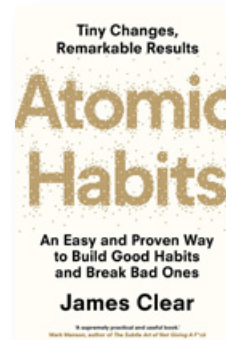
The science presented here, in conjunction with *Make Time*, has so many important implications for structuring your day. For example, I am a Lark. I'm an earlier riser. I do my best analytical work in the morning and my most creative work in the afternoon or into the evening. Whatever your type, it's best to nudge your most important work toward your peak hours. And if you need a little boost, test out the [Nappuccino](#). Naps are Zambonis for our brains. They smooth out the nicks, scuffs, and scratches a typical day leaves on our mental ice.



MAKE TIME: HOW TO FOCUS ON WHAT MATTERS EVERY DAY

by Jake Knapp and John Zeratsky

There is something about their writing style that is just so enjoyable to me. The authors previous book *Sprint* was one of last year's favorites. *Make Time* was even better. Pair it with *When* (below).



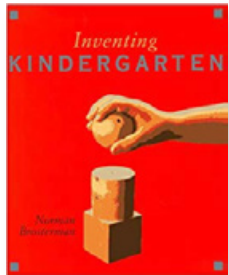
ATOMIC HABITS

by James Clear

If you don't read [James Clear](#), you should. Hard to do this one justice, since I'm already running long in the tooth, but James' work on habit formation is incredibly insightful and equally practical.

BACK TO SCHOOL

Our youngest, Lucca, started kindergarten this year. So naturally, in the months leading up to school, I went down a bit of an education rabbit hole, reading everything and anything I could find on kindergarten and how children learn. Despite those efforts, those first few weeks were still a complete disaster—among the most challenging of my life. Dropping your son off at school (which required him being pried away from the stranger in the “car rider” line) while he is hysterical crying, is not the optimal way to start your day. Fortunately, Lucca eventually settled in, and now knows more people in town than Dad. Susan Cain—maybe the introvert gene skips a generation?



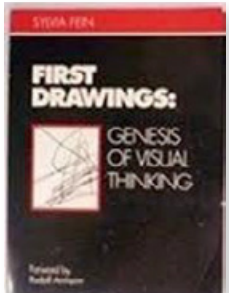
INVENTING KINDERGARTEN

by Norman Brosterman

Kindergarten hasn't always existed. For most of European history, no one bothered educating children before age seven. When Friedrich Froebel created the first kindergarten, he used play as its engine, using a succession of gifts as the basis for learning. Frank Lloyd Wright was famously given a set of Froebel blocks as a child and has stated that he learned the geometry of architecture in kindergarten. *Inventing Kindergarten* presents astonishing comparisons of paper-folding and parquetry efforts by nineteenth-century five-year-olds, alongside early twentieth-century Wright floorplans. We have yet to see similar evidence of Lucca [Investing by Design](#), but there's still time.

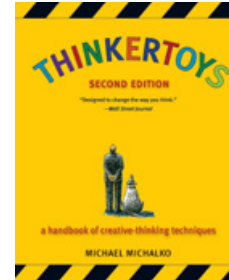


BACK TO SCHOOL



FIRST DRAWINGS by Sylvia Fein

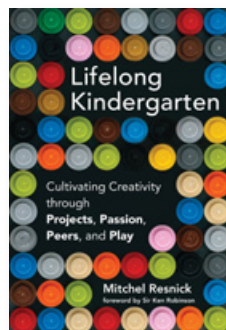
Humans are the only animals that can draw. For thousands of years, people have used visual markings to communicate feelings, tabulate calculations, record laws, and make plans for structures. Children still process their understanding of the world through imagery first. They scrawl and doodle and mark things up. This book reveals the ways that visual thinking develops logic and order, as well as creativity.



THINKERTOYS: A HANDBOOK OF CREATIVE-THINKING TECHNIQUES

by Michael Michalko

A set of exercises to help expand your mind and approach problems in more inventive and creative ways.

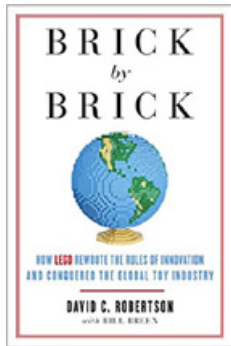


LIFELONG KINDERGARTEN

by Mitchel Resnick

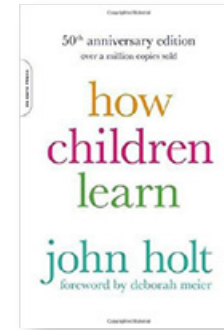
Playing, it turns out, is serious business. We learn about our world and about others through games of imagination, flights of fancy, and role playing. No single thing probably brings me more joy and relaxation than playing with Lucca, and nothing is perhaps more fascinating than earnestly watching children at play. “Toys and games are the preludes to serious ideas.” —Charles Eames

BACK TO SCHOOL



BRICK BY BRICK: HOW LEGO REWROTE THE RULES OF INNOVATION AND CONQUERED THE GLOBAL TOY INDUSTRY by David Robertson and Bill Breen

Not just a classic toy, LEGO is also a competitive, innovative company, and this book delves into how a massive overhaul of company culture enabled the toymaker to be more popular than ever.



HOW CHILDREN LEARN

by John Holt

Based on his observations of children, Holt's book is a cornerstone of child development and education. The big takeaway is that education needs to focus on each child's own motivation and search for meaning.



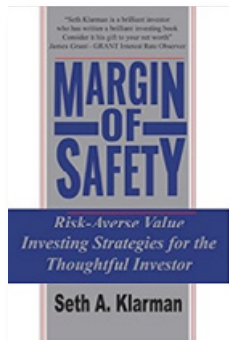
KIDS ARE WORTH IT!

by Barbara Coloroso

Okay. This one is not about education. But after hearing [this interview](#) with Shane Parrish at Farnam Street, I went out and bought it. After all, I'm new to this whole dad thing and am starting to wonder: is there ever a time where you don't feel like a complete failure as a parent?

THE INTELLIGENT INVESTOR

This year has more investing books on it than years past—not because we have reconsidered the benefits of reading widely, but because we made a new hire. Welcome aboard, Caylynn! Caylynn, like Andrea, comes from outside of the dark world of finance. We like the diversity of thought and fresh perspective derived from different fields, but this also puts the onus on us to bring new hires up to speed. Caylynn is eager to learn, so we put together an “Intro to Investing” list just for her. Since this is something I’ve intended to do for some time, bringing Caylynn on board was a great catalyst to begin thinking about a larger project—*The Broyhill Investing Curriculum*. Keep your eye out for this publication later in the year. If you’d like to receive it, you can [sign up here](#). In the meantime, here are the finance books we read and revisited this year:

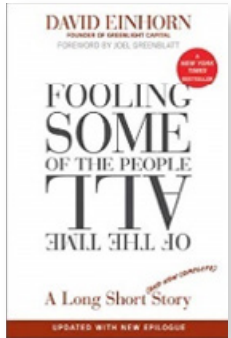


MARGIN OF SAFETY by Seth Klarman

The first time I came across this rare value-investing scripture was shortly after moving south. I discovered it in a Clinton, SC public library. The temptation to keep it and pay the standard library fine was strong, but I couldn’t handle the guilt and reluctantly returned it, after taking extensive notes. Seth Klarman’s classic became available on Kindle for a brief hour or so before Amazon took it down last year. If you were lucky enough to catch that mistake before it was corrected, you can now enjoy Klarman on your Kindle. Thanks, Mr. Bezos!



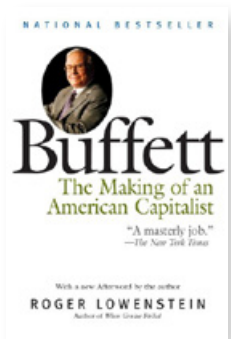
THE INTELLIGENT INVESTOR



FOOLING SOME OF THE PEOPLE ALL OF THE TIME

by David Einhorn

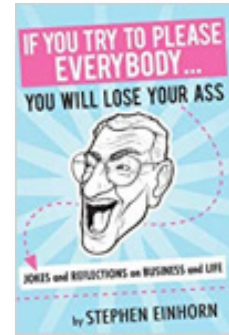
Another rough year for Greenlight and David Einhorn. In this business, it's important to remember that you are never as good as you think you are when times are good. And you are never as bad as you think you are when times are challenging. This book is still one of my all-time favorite examples of what deep research should look like.



BUFFETT: THE MAKING OF AN AMERICAN CAPITALIST

by Roger Lowenstein

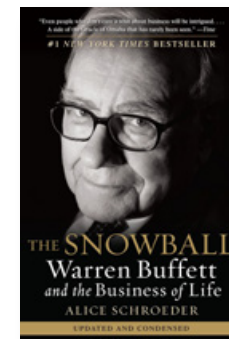
Twenty years old, but still provides incredible insights on one of the world's greatest investors. Buffet famously refused to participate in the creation of the book, but it provides a great glimpse into the man and his deals, nonetheless.



IF YOU TRY TO PLEASE EVERYBODY, YOU WILL LOSE YOUR ASS

by Steven Einhorn

Not exactly an investment book, but we'll include these words of wisdom from Stephen Einhorn (David's father) here.

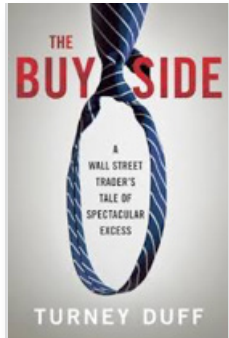


THE SNOWBALL: WARREN BUFFETT AND THE BUSINESS OF LIFE

by Alice Schroeder

Buffet did participate in the creation of this book on his life, and you can tell in that it focuses a bit more on the infamous Buffet mythologies—the Omaha oracle, living in the same house since 1958, drinking Coca-Colas. But it also reveals an unparalleled analytical mind at work.

THE INTELLIGENT INVESTOR



THE BUY SIDE: A WALL STREET TRADER'S TALE OF SPECTACULAR EXCESS by Turney Duff

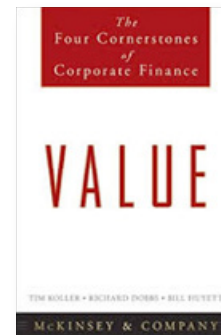
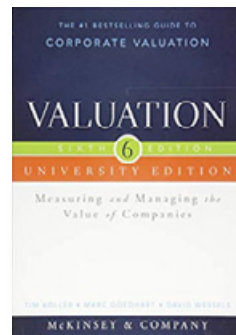
Everyone on Wall Street talks about their “number.” But the longer you stick around, the more children you have, the better the schools they go to, the more ex-wives and bad investments you collect, the more the number rises. I’ve never seen anyone hit their number and leave. Turney left. But it cost him dearly. This is his story. You will want to read it. And, Turney, if you’re listening, thank you for making the trip down to NC for [TEDx Hickory](#).



AMERICAN KINGPIN: THE EPIC HUNT FOR THE CRIMINAL MASTERMIND BEHIND THE SILK ROAD

by Nick Bilton

Not at all a finance book, but seemed like it should be paired with Turney’s story. Wow. These were easily this year’s big page turners.

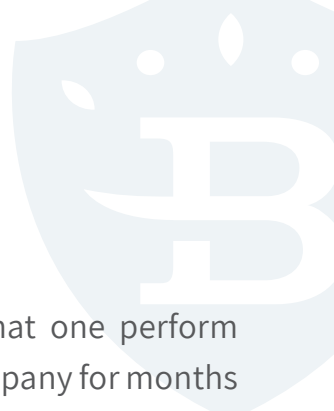


VALUATION: MEASURING AND MANAGING THE VALUE OF COMPANIES and VALUE: THE FOUR CORNERSTONES OF CORPORATE FINANCE

Two indispensable textbooks from McKinsey and Company.



BUSINESS TIME

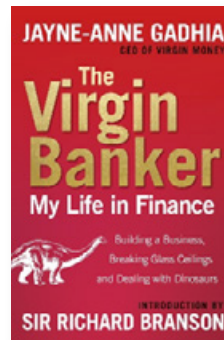


Running a concentrated portfolio of 10-20 high conviction investments requires that one perform extensive research on each name in the book. It is not uncommon for us to follow a company for months or even years before establishing a position, if at all. We cast a wide net, but once we identify a good fishing hole, we are unlikely to move on until we've explored every inch. We want to know what they are eating; when they are eating; if they are active or dormant; what structures they may be hiding under; and how deep or shallow the waters are. Most fishermen are reluctant to reveal their favorite fishing holes. We were always taught it is better to share. Business biographies like these can provide unique insights into diverse fishing holes. Plus, they are often our most favorite narratives.



ONWARD: HOW STARBUCKS FOUGHT FOR ITS LIFE WITHOUT LOSING ITS SOUL

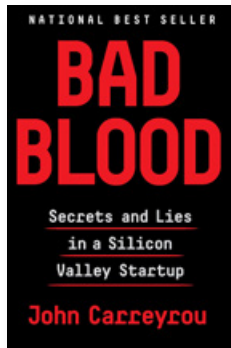
by Howard Schulz



THE VIRGIN BANKER: MY LIFE IN FINANCE

by Jayne-Anne Gadhia

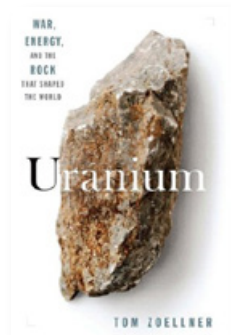
BUSINESS TIME



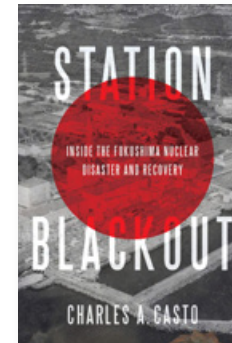
BAD BLOOD: SECRETS AND LIES IN A SILICON VALLEY STARTUP
by John Carreyrou



THE FOUR: THE HIDDEN DNA OF AMAZON, APPLE, FACEBOOK, AND GOOGLE
by Scott Galloway



URANIUM: WAR, ENERGY, AND THE ROCK THAT SHAPED THE WORLD
by Tom Zoellner



STATION BLACKOUT: INSIDE THE FUKUSHIMA NUCLEAR DISASTER AND RECOVERY
by Charles A. Casto



THE UNANNOTATED LIST

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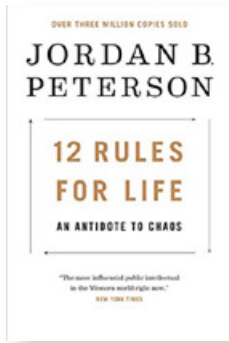
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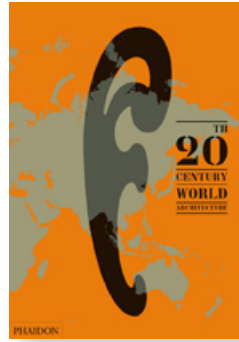
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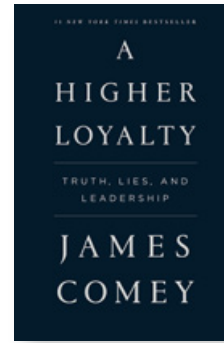
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**12 RULES FOR LIFE:
AN ANTIDOTE
TO CHAOS**
by Jordan B. Peterson



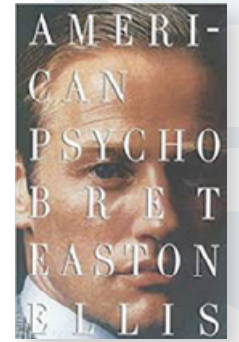
**20TH-CENTURY WORLD
ARCHITECTURE: THE
PHAIDON ATLAS**
by Phaidon Press



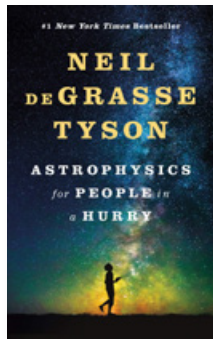
**A HIGHER LOYALTY:
TRUTH, LIES AND
LEADERSHIP**
by James Comey



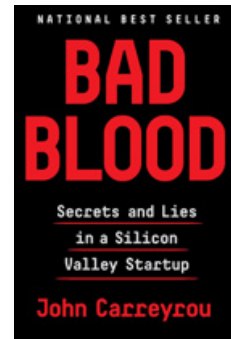
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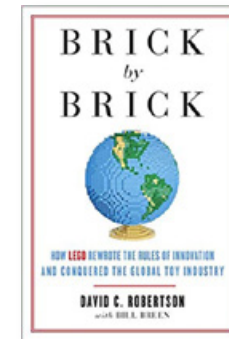
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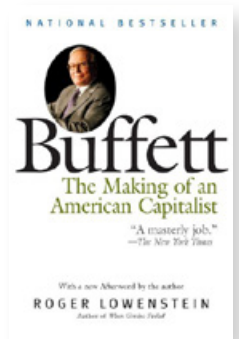
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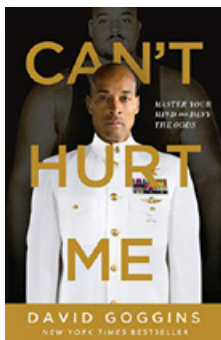
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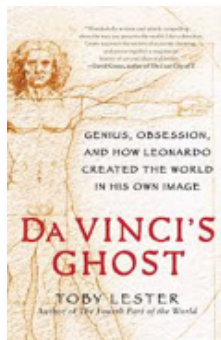


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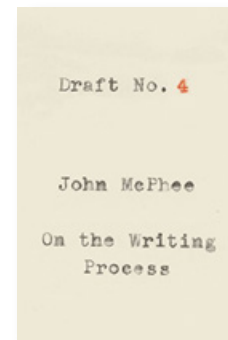
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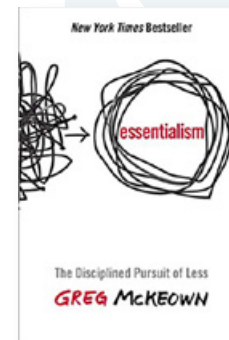
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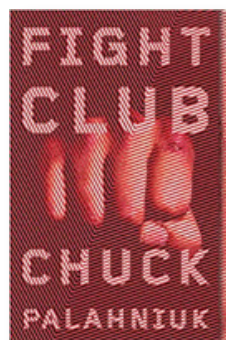
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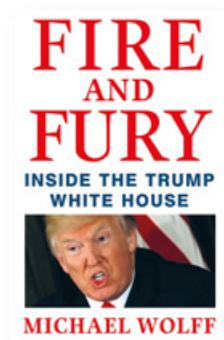


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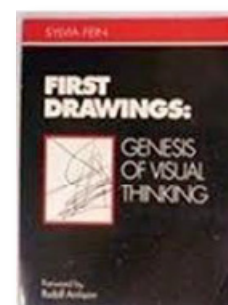


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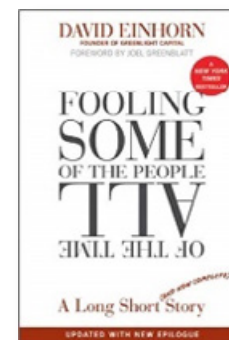
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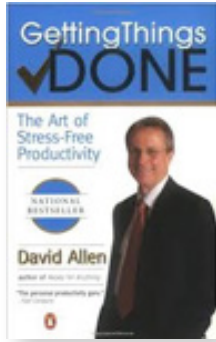
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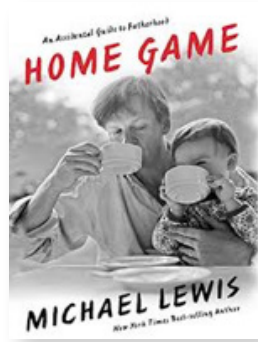


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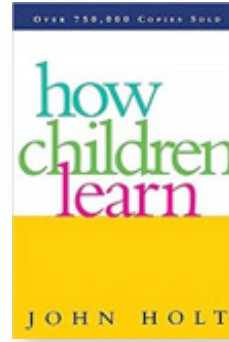
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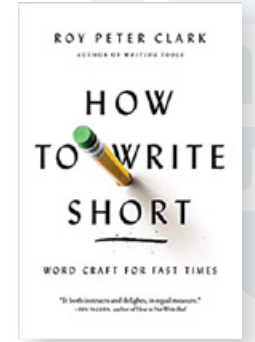
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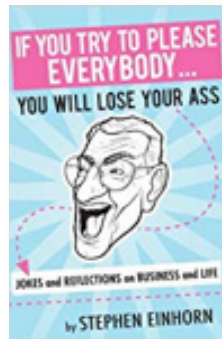
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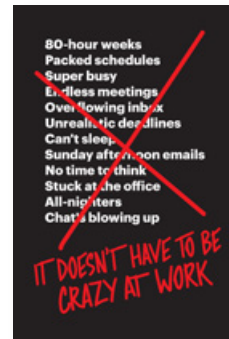
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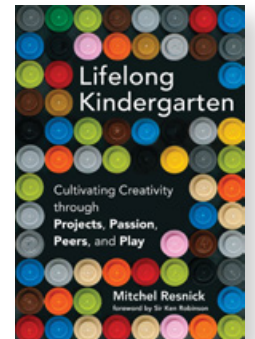
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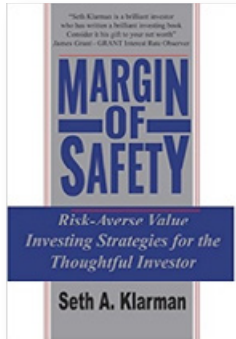
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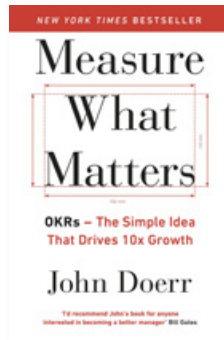


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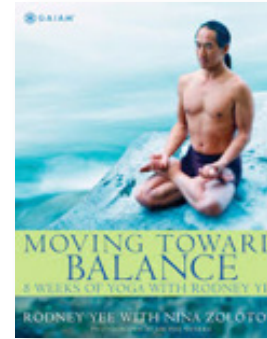
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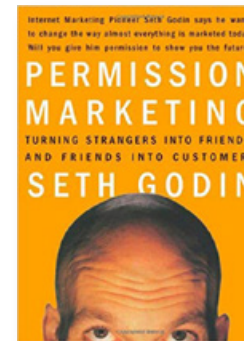
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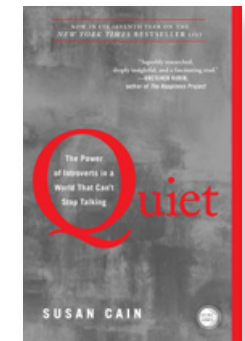
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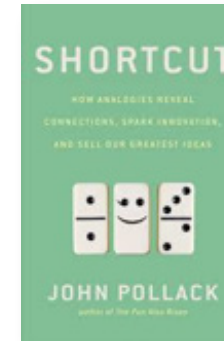
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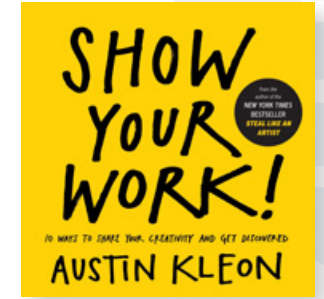
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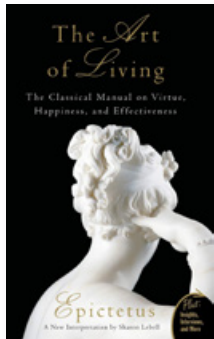
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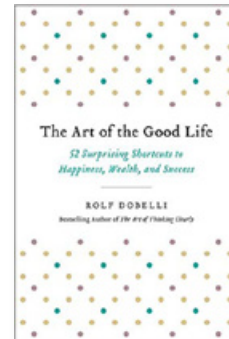
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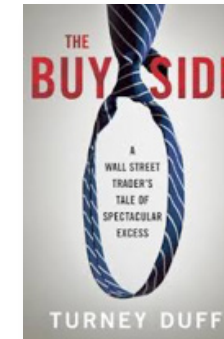
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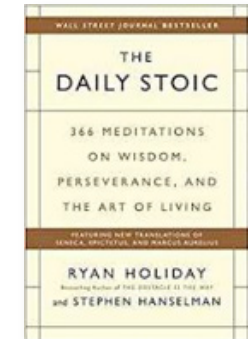
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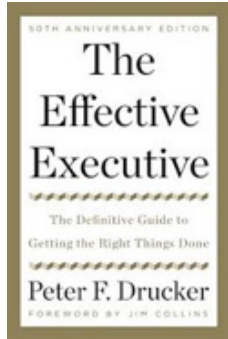
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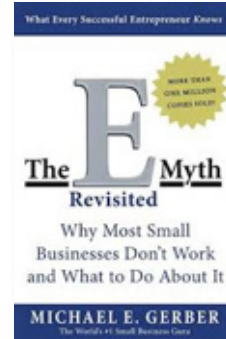
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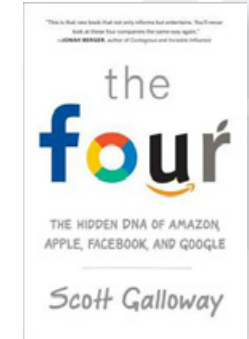
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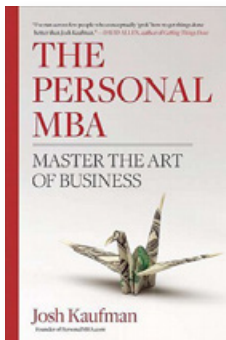
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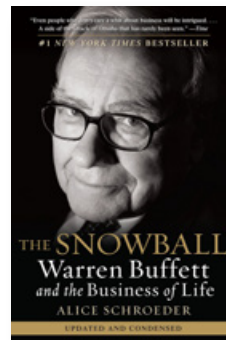
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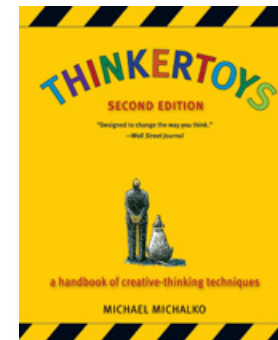
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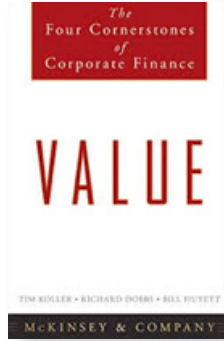
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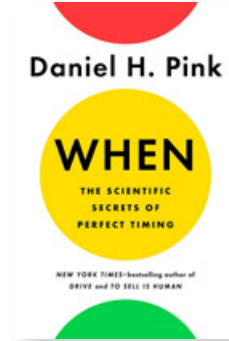


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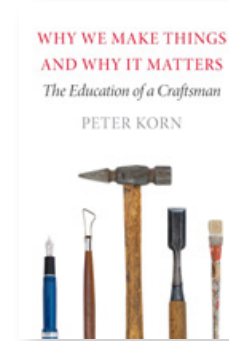
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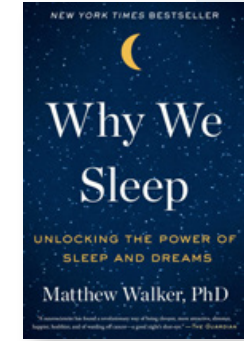
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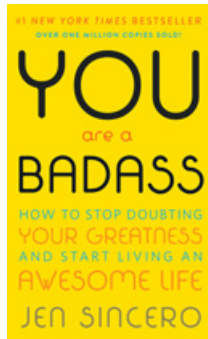
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