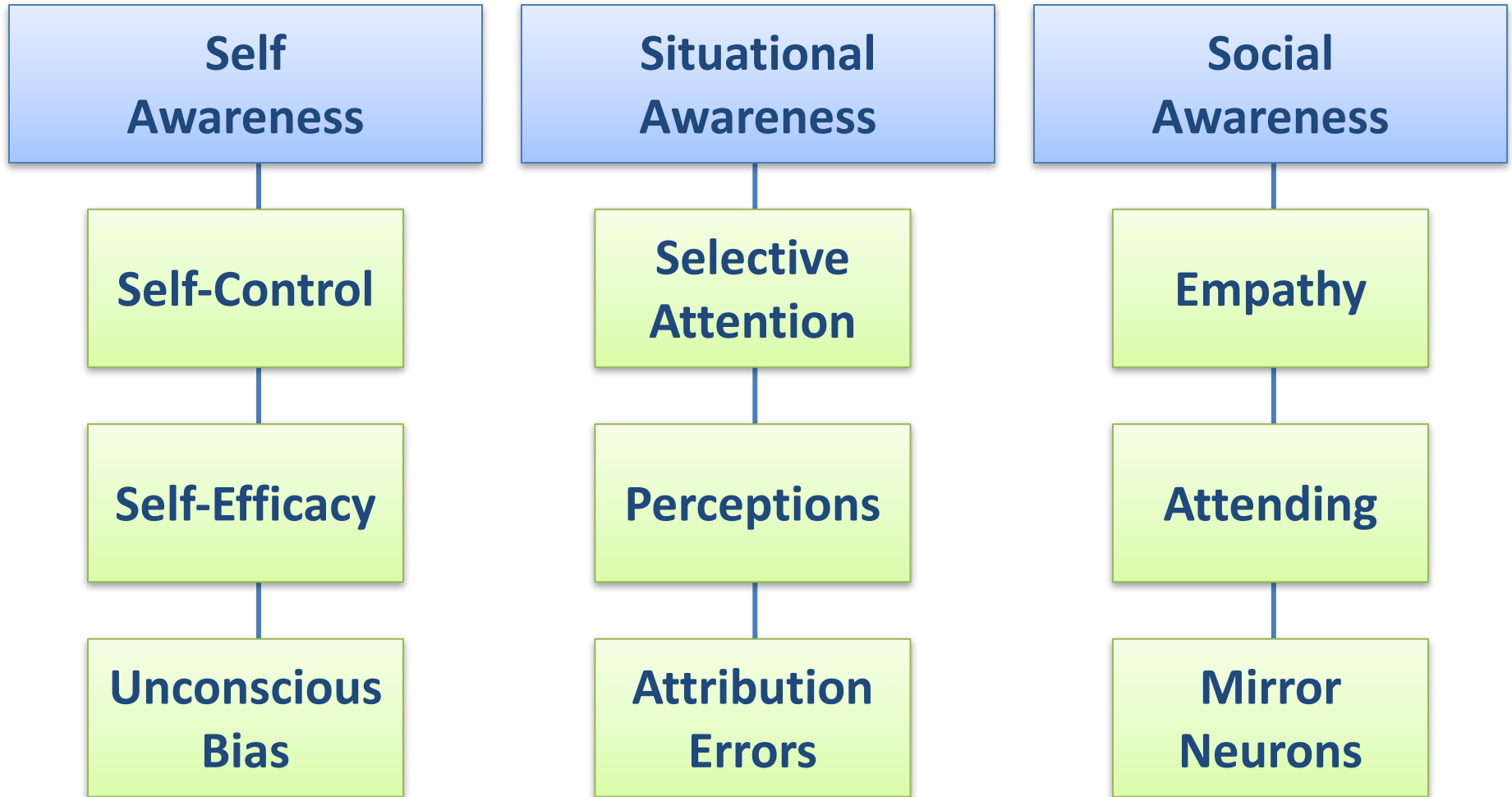


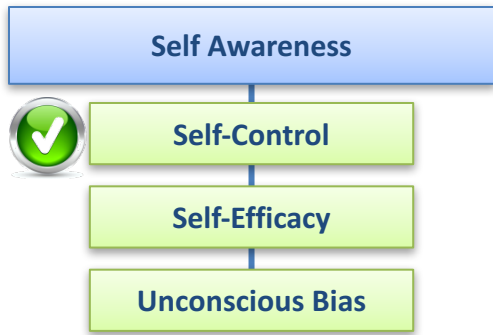
We don't
see things
as they are.
We see
things as
we are.

— Anaïs Nin



**“We don’t see things as they are.
We see things as we are.”**





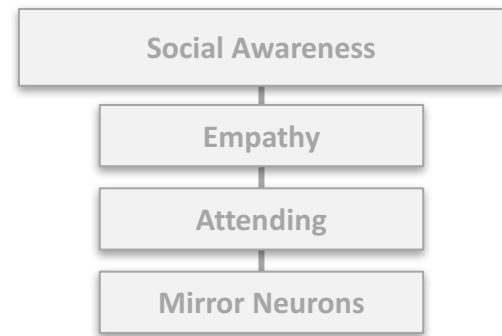
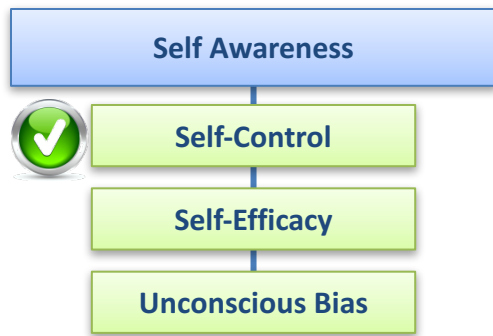
The Marshmallow Experiment, Mischel



https://www.youtube.com/watch?v=QX_oy9614HQ

The Rider and The Elephant





The Marshmallow Experiment, Mischel

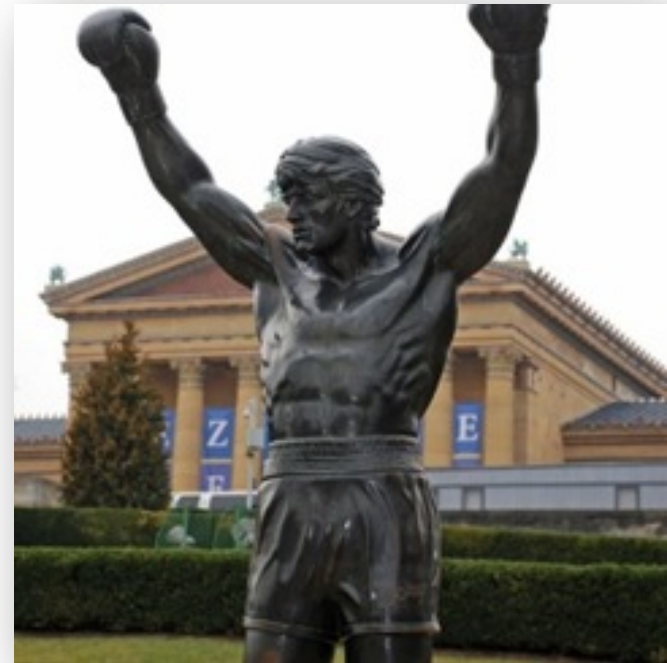
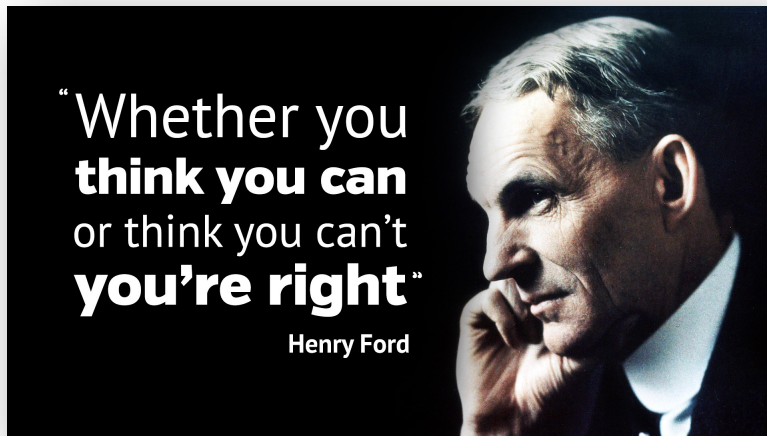
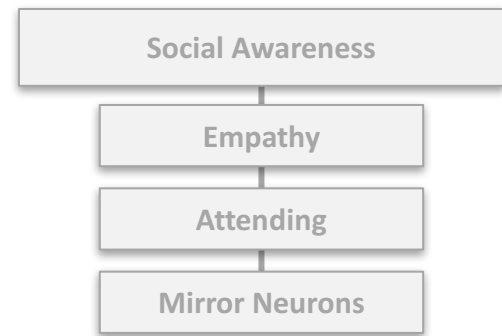
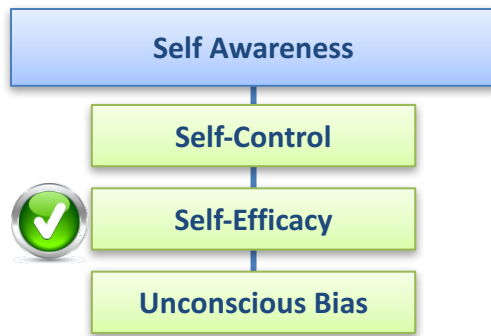


https://www.youtube.com/watch?v=QX_oy9614HQ

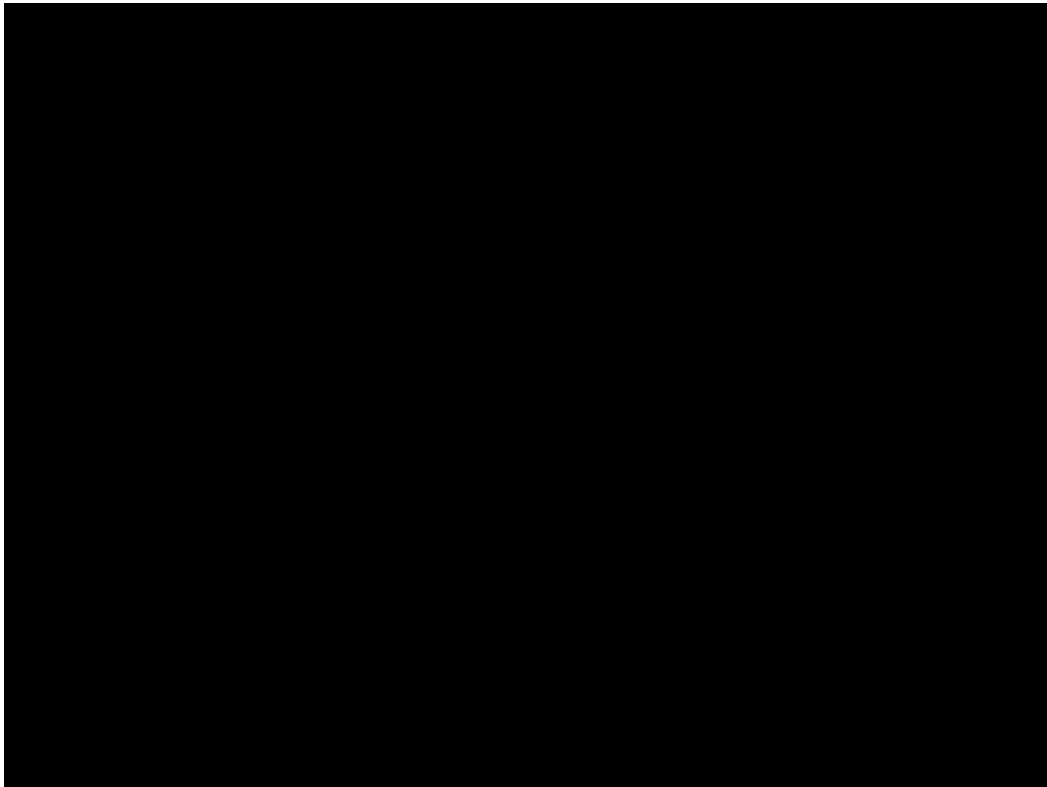
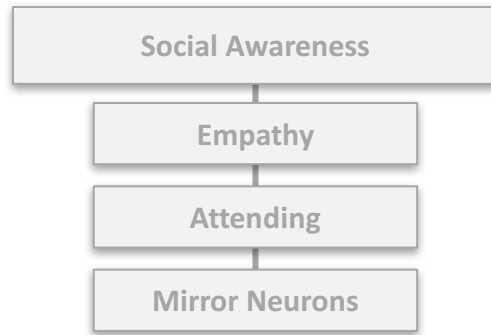
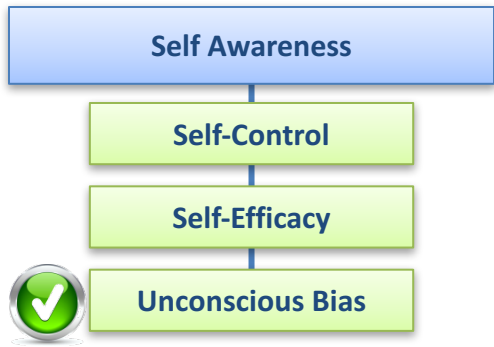
- Show Delayed Reward
- Broken/Fulfilled Promise
- Longitudinal Studies

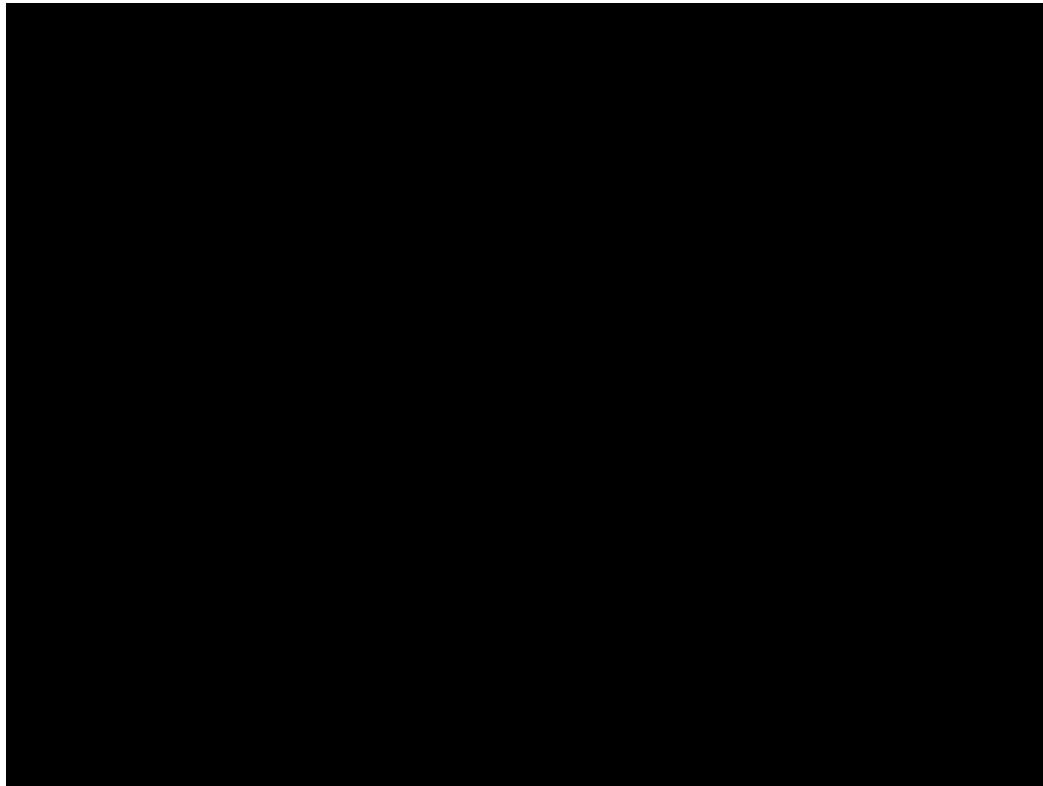
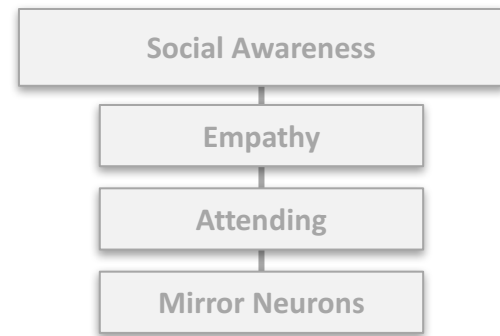
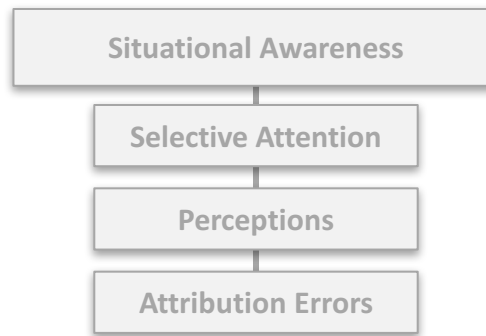
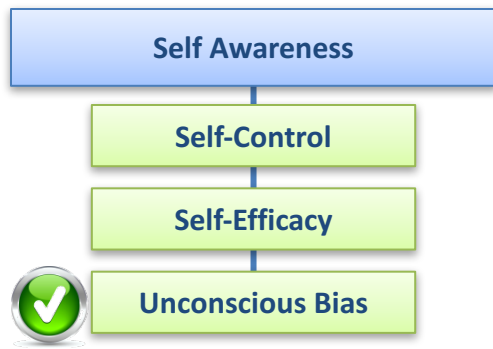
The Rider and The Elephant



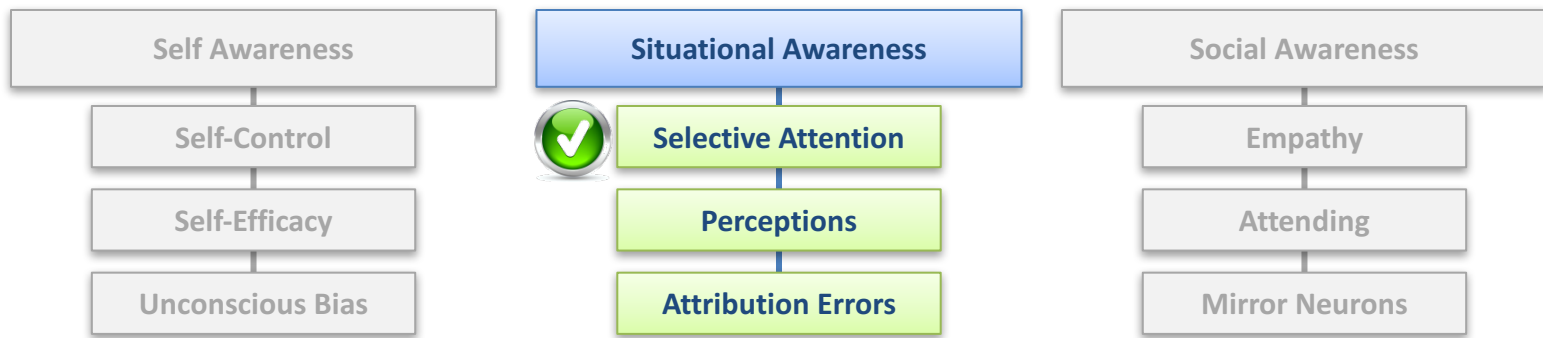


- Break into groups of four or five
- Share a story about a time when you thought "I can't do this" but then you did it anyway
 - ❖ What made you think you wouldn't be able to do it?
 - ❖ How did you manage to pull it off?
 - ❖ What would you say was the biggest factor in overcoming your doubts?



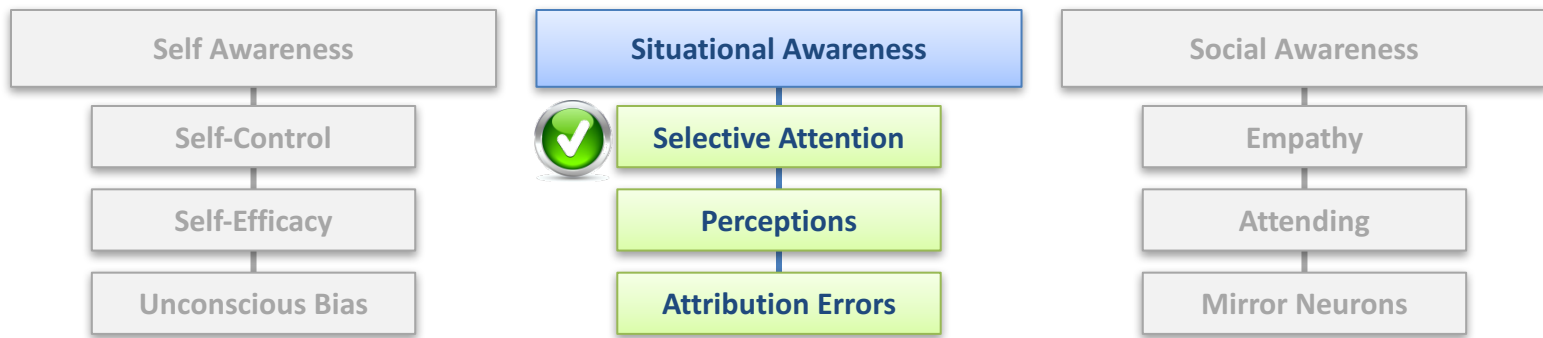


- What percentage of the population is more biased than the average person?
- Are you more biased than the average person?



- Strangers to Ourselves, Timothy Wilson
- 11,000,000 pieces of information in any given moment
- We can only process about 40 of them (or about 0.00036%)

- https://www.youtube.com/watch?v=IGQmdoK_ZfY

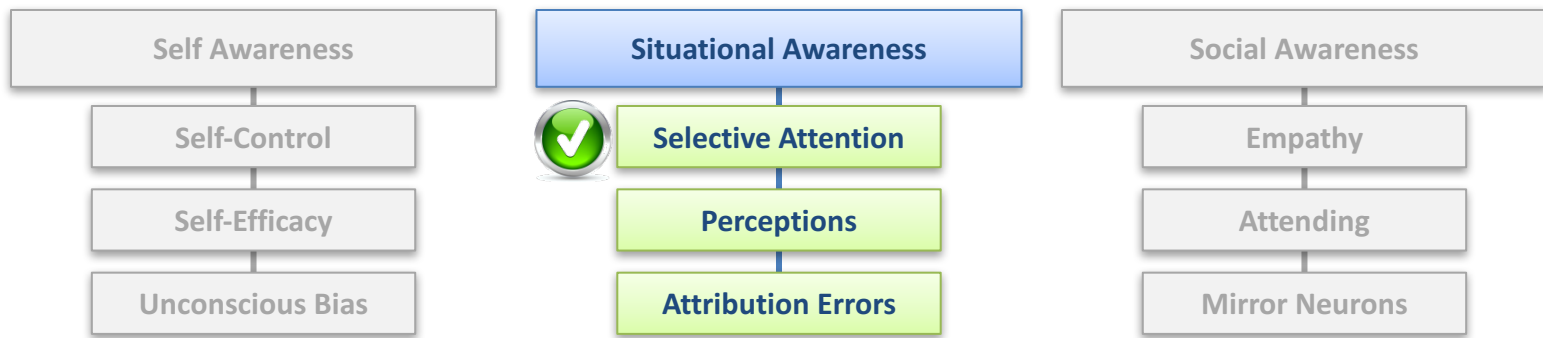


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- We don't see the whole world, only a small part of it
- Without focus, the world would be chaos (there's too much)
- We all see selectively, but we don't all select the same things

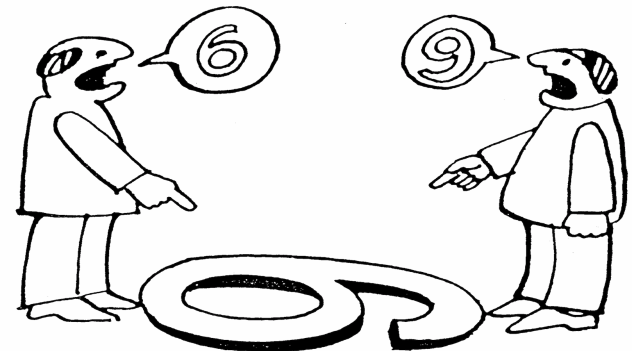
- <https://www.youtube.com/watch?v=v3iPrBrGSJM>

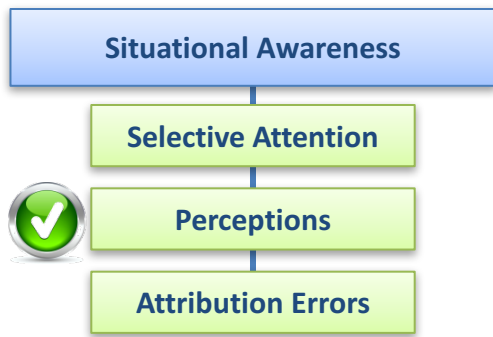


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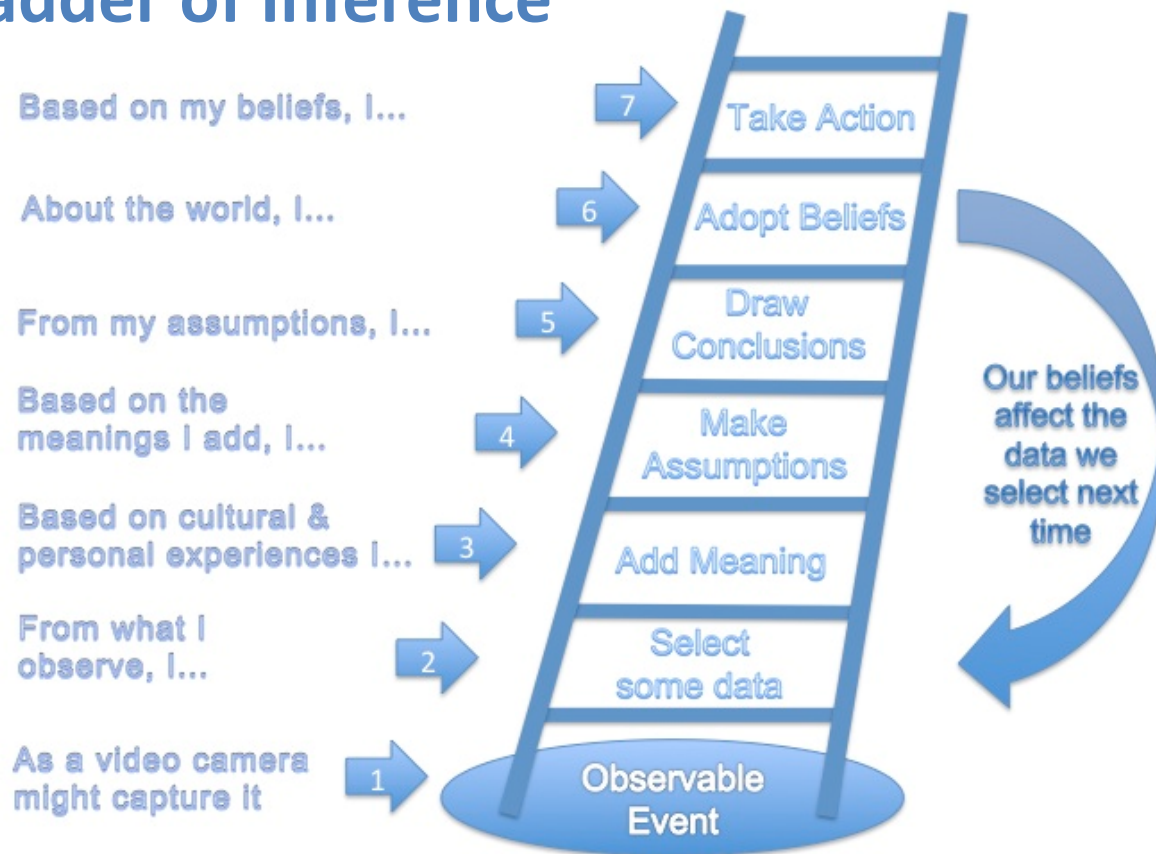
Sometimes, when we don't see the same thing:

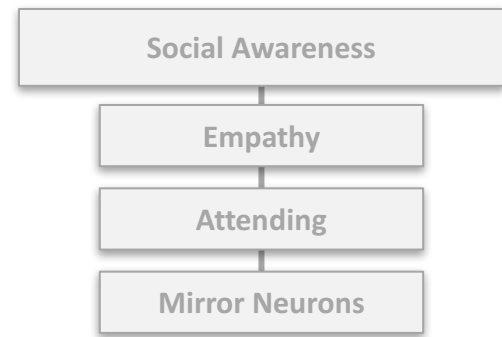
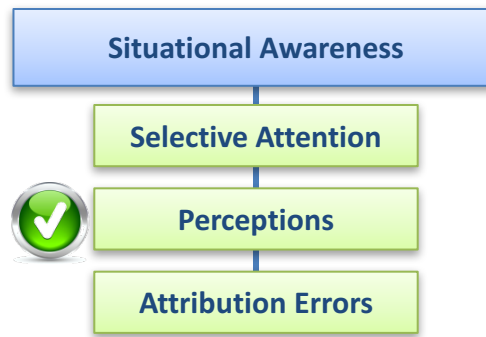
- Neither side is wrong
- In fact, both sides are right in what they see
- But neither side can see what the other sees



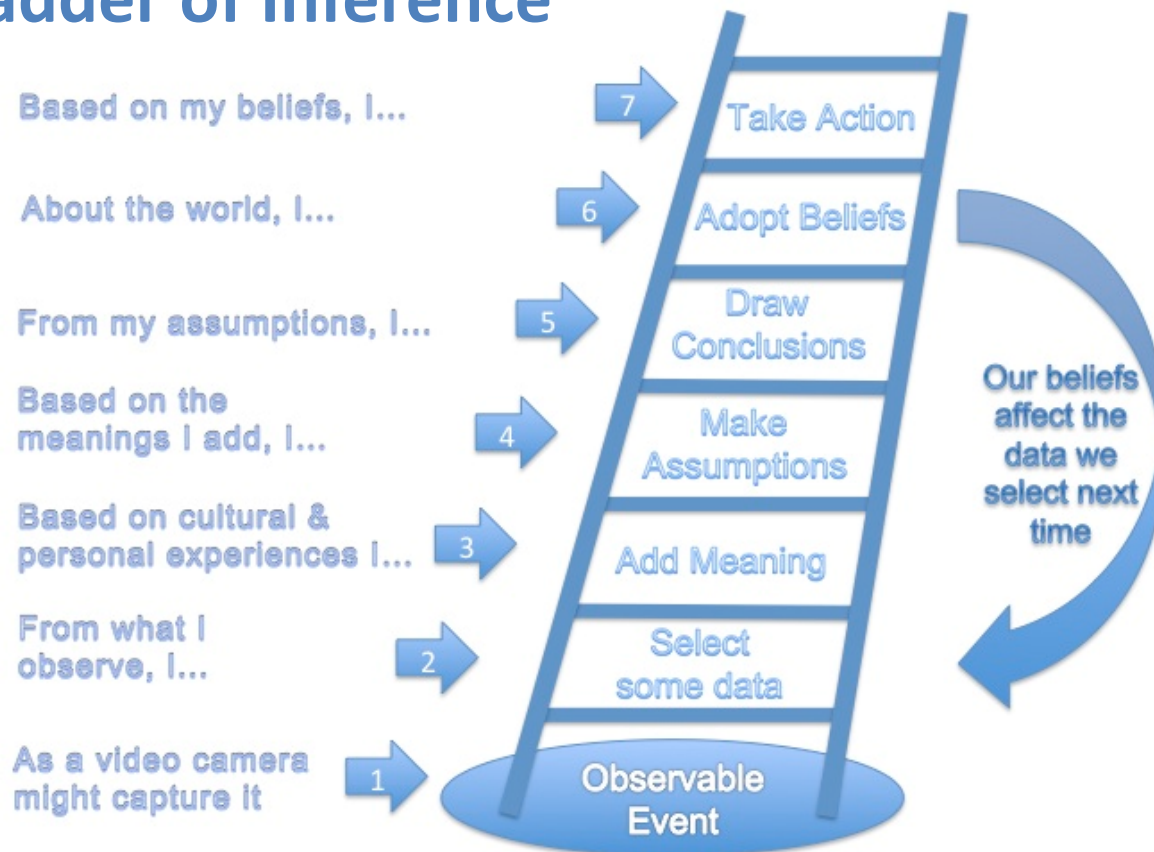


Ladder of Inference



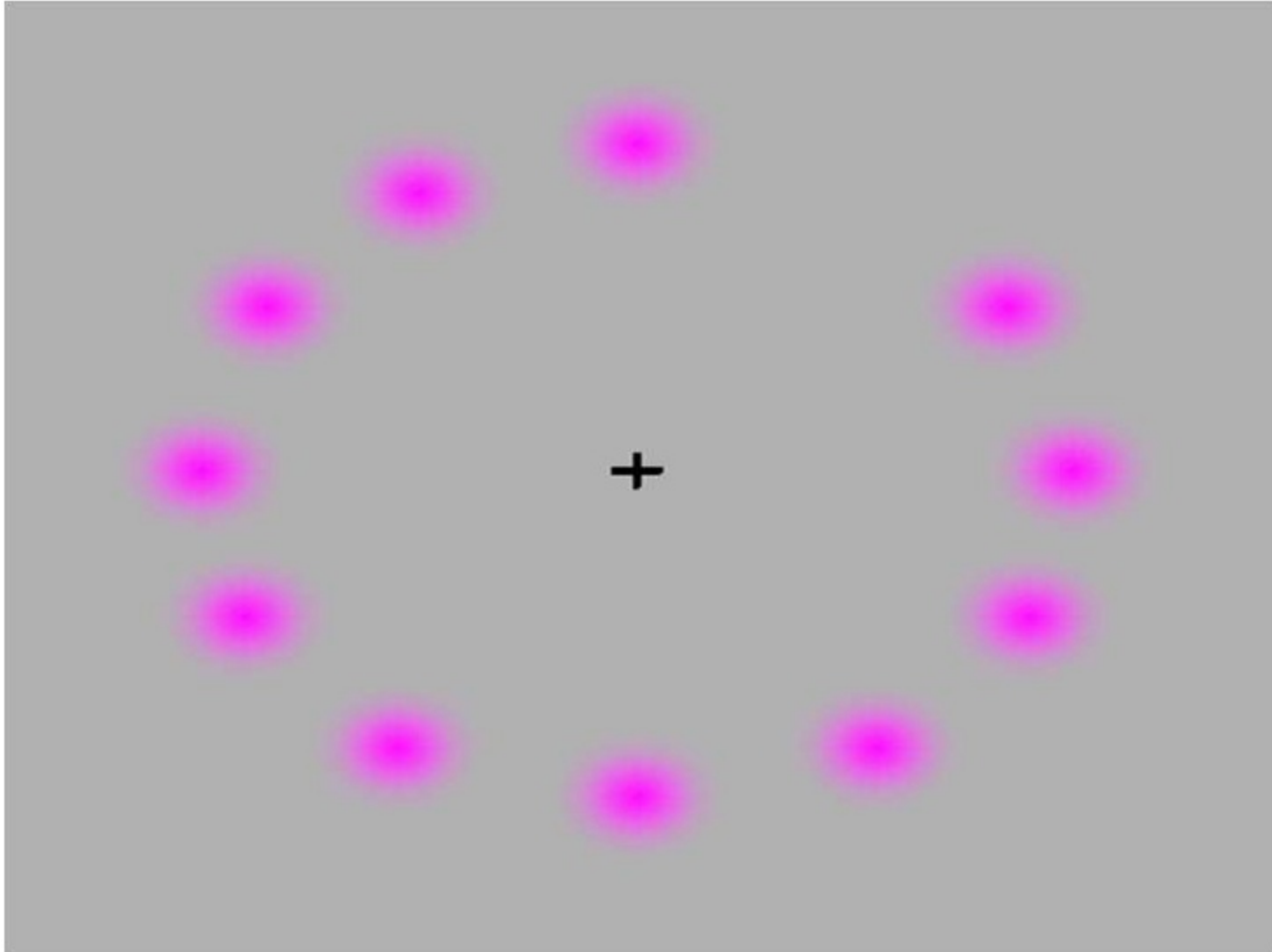


Ladder of Inference

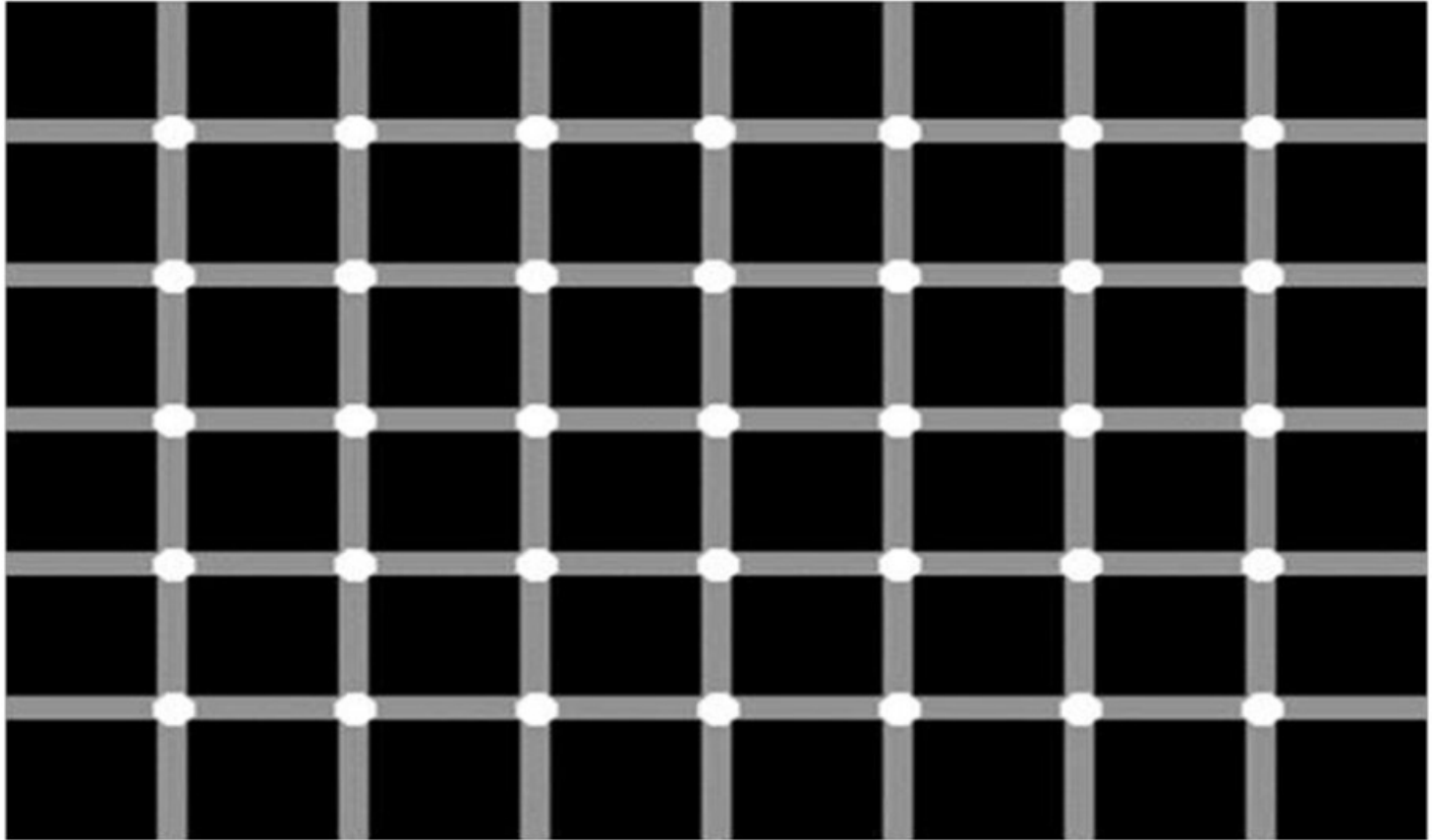


If this is true, then the way we process, organize, and make sense of the observable data will often be very far removed from the data themselves. Let's take a look at some examples.

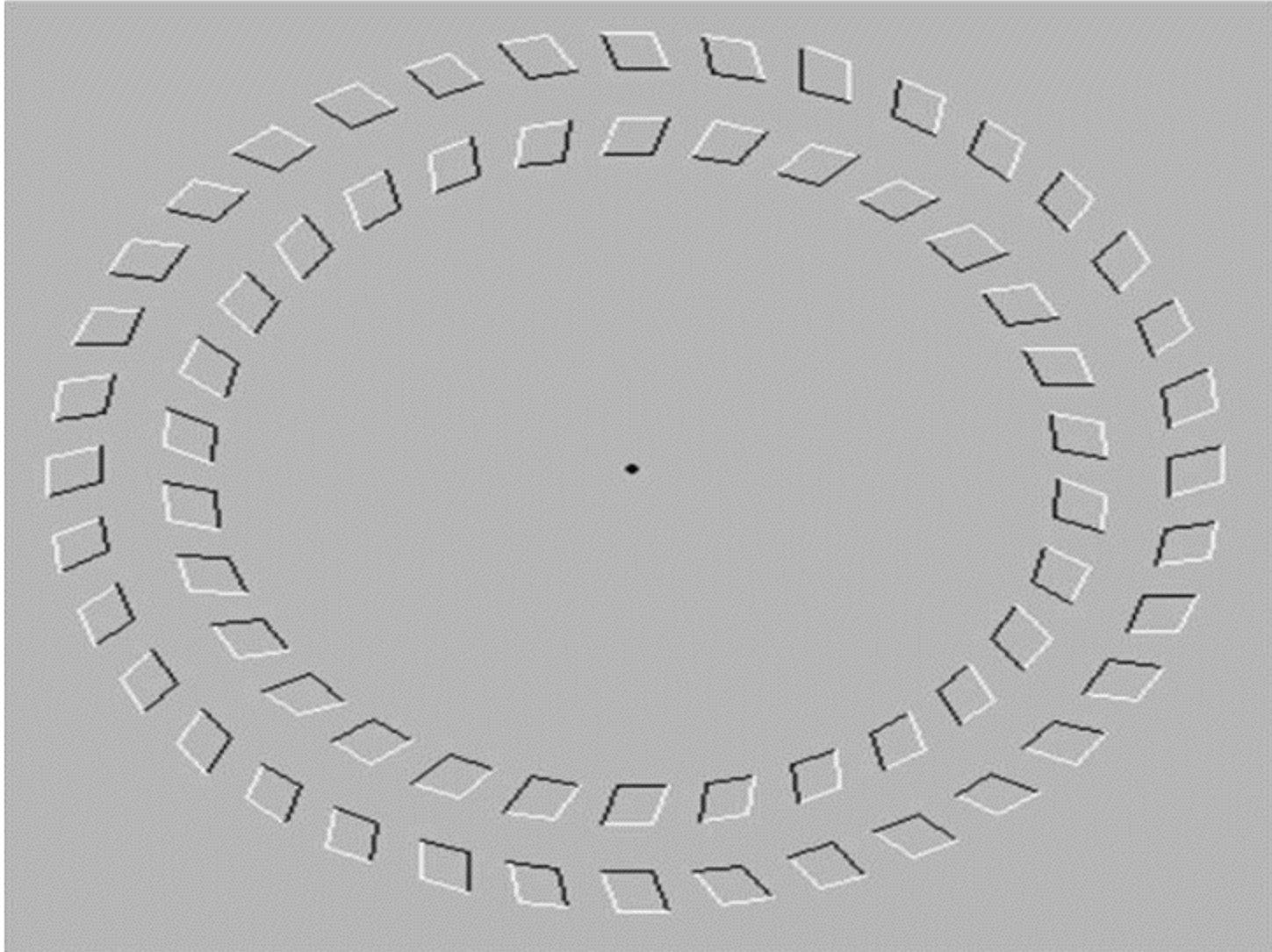
Stare at the “T” in the Center



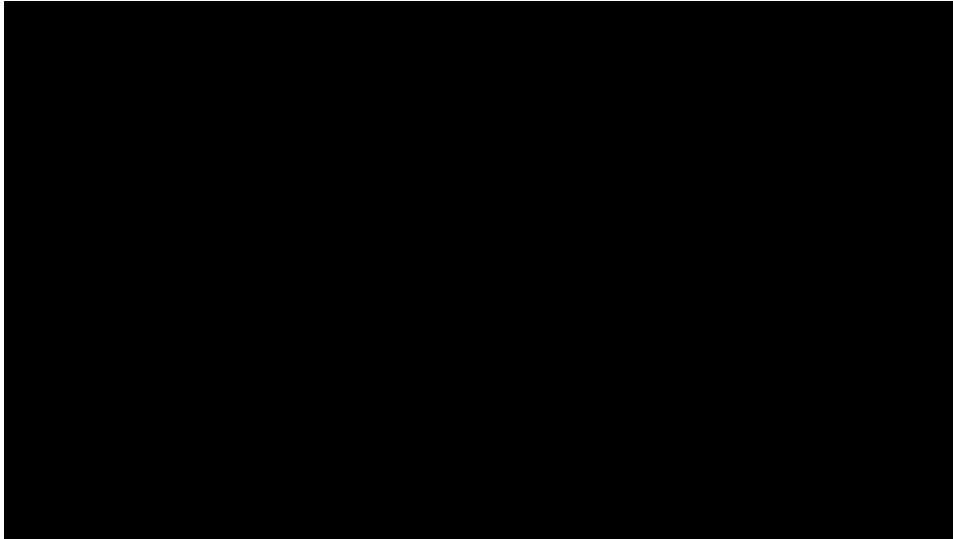
What colors are the circles?



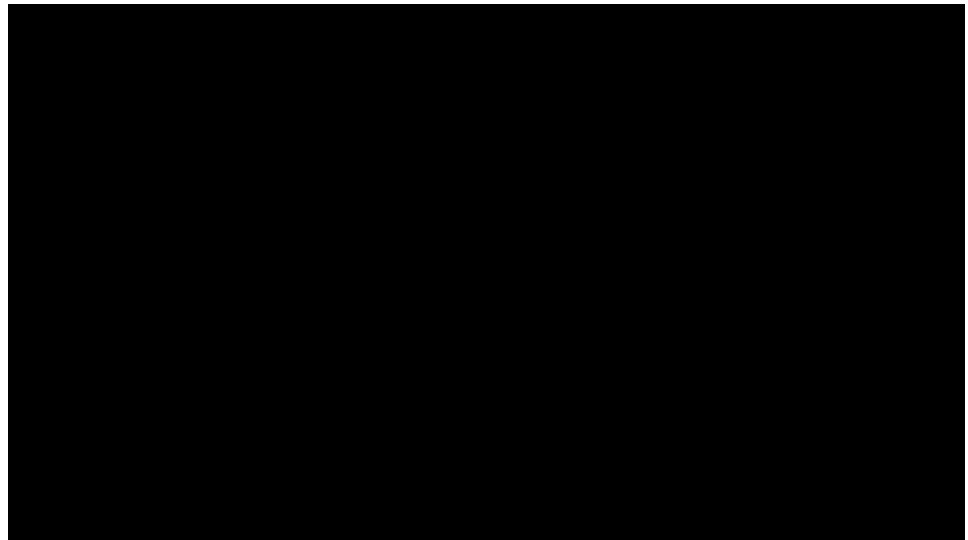
Stare at the dot, and move your head toward the screen, then further away



What sound do you hear?



<https://www.youtube.com/watch?v=yJ81LLxfHY8>



https://www.youtube.com/watch?v=KiuO_Z2_AD4

Say the color of each word out loud

YELLOW BLUE ORANGE

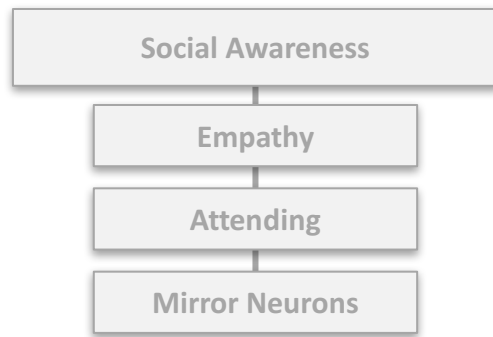
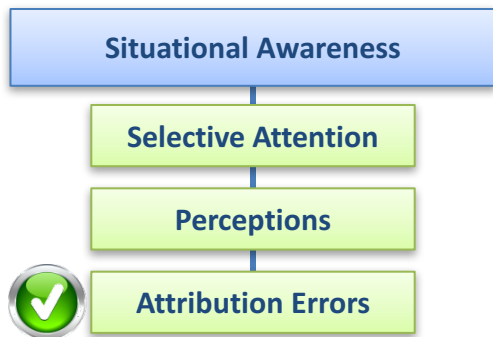
BLACK RED GREEN

PURPLE YELLOW RED

ORANGE GREEN BLACK

BLUE RED PURPLE

GREEN BLUE ORANGE



PEANUTS; drawings by Charles Schulz; 1989 United Features Syndicate, Inc. Reprinted by permission of UFS, Inc.

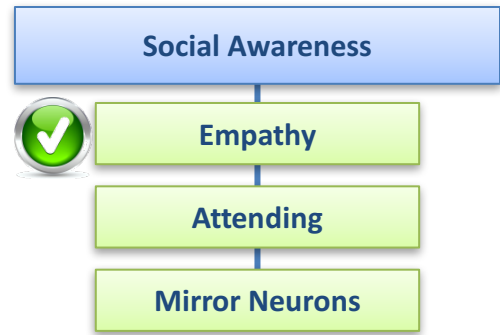
Causes of Behavior

Internal Factors

Fundamental Attribution Error

Actor-Observer Bias

External Factors



Participant 2





Pleasant

Unpleasant

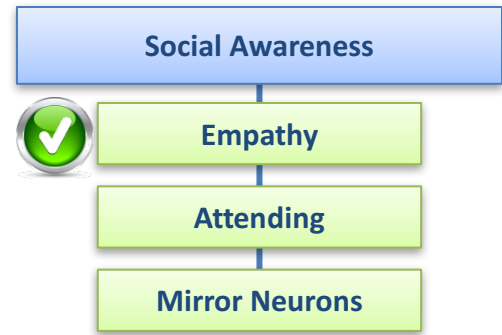
Participant 1

Pleasant

Unpleasant

	Pleasant	Unpleasant
Pleasant		
Unpleasant		





Participant 2





Pleasant

Unpleasant

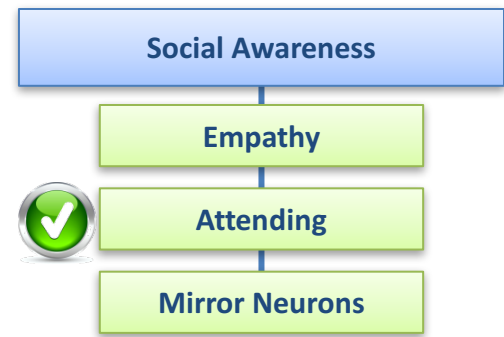
Participant 1

Pleasant

Unpleasant

	Pleasant	Unpleasant
Pleasant		
Unpleasant		

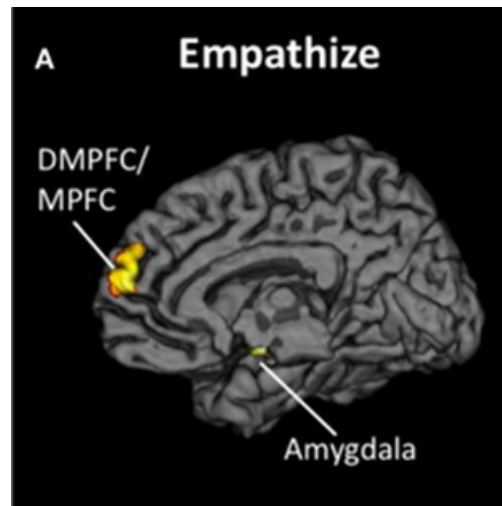




attend /ə'tend/ verb
 from Latin *attendere* “to stretch toward”

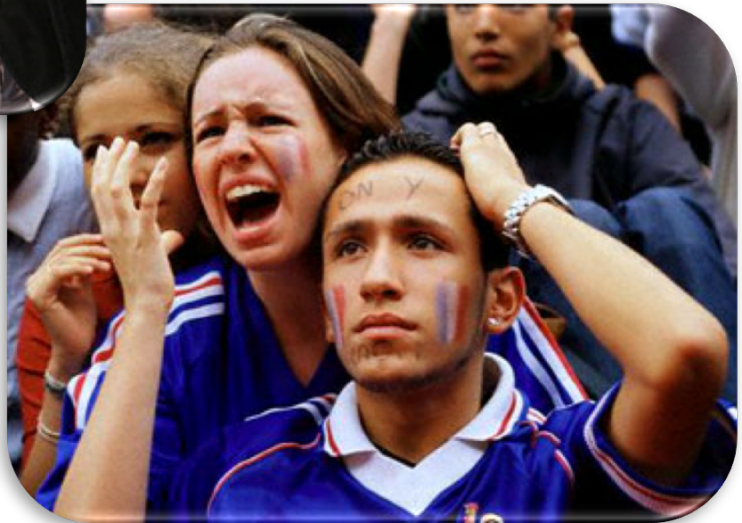
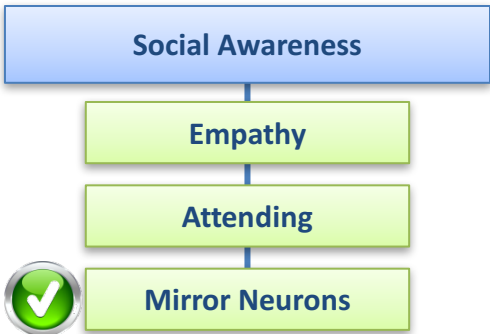
Stanford and UCLA, 2013

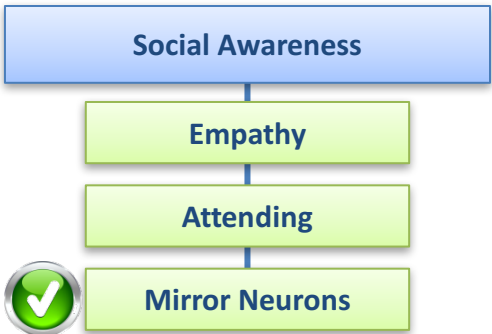
Prefrontal Cortex
 releases oxytocin
 (chemical for caring)

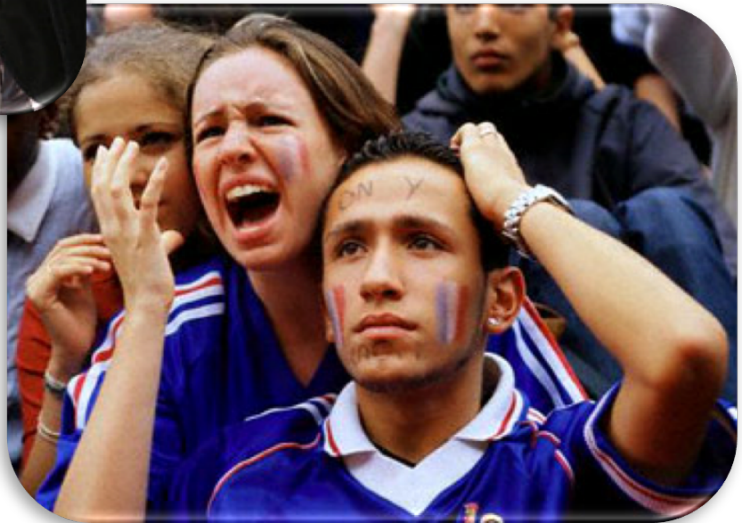
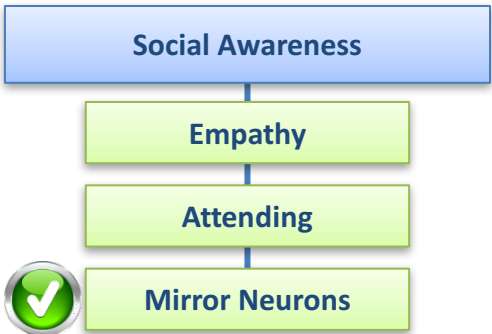


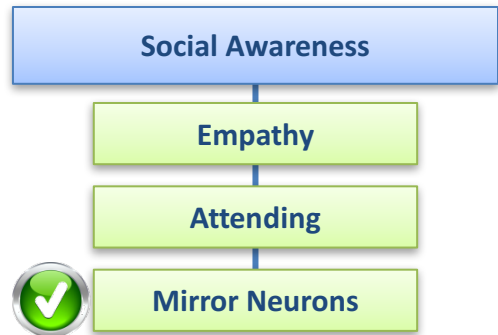
“Reptilian Brain”
 attuned to pain
 and pleasure

- Recent research at UC Berkeley has shown that attending behaviors will atrophy as people acquire power or influence (The Power Paradox, Keltner)
- This phenomenon is so reliable that researchers at Columbia University have developed an algorithm for mapping social networks based on response times in electronic communication channels (Automated Social Hierarchy Detection)

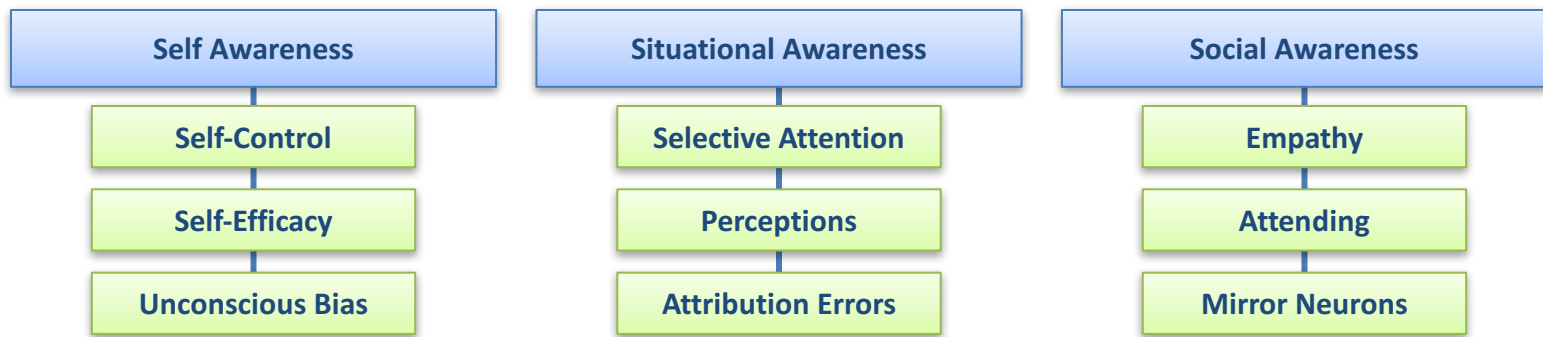




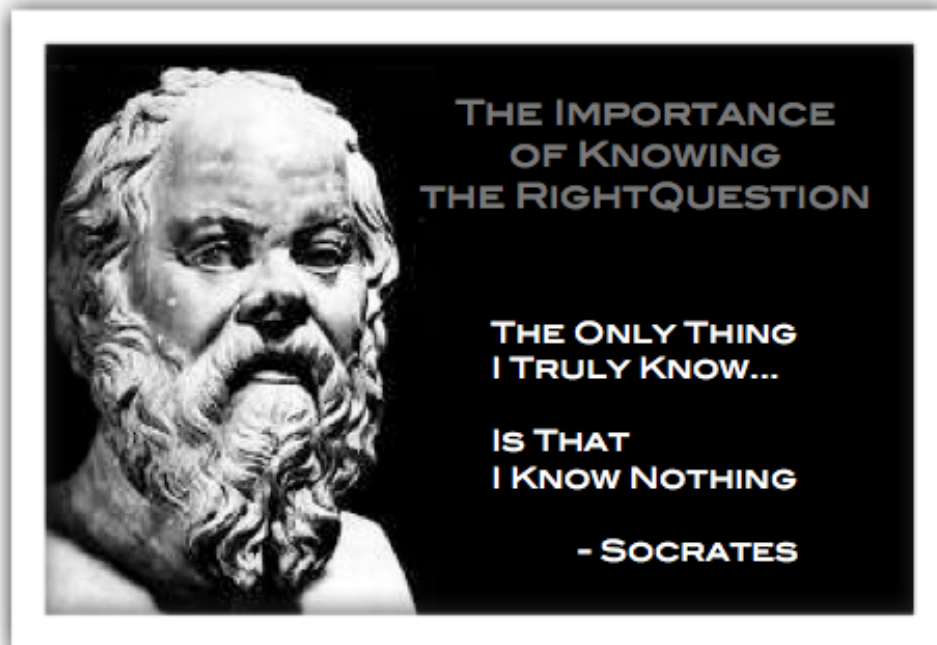




<https://www.youtube.com/watch?v=hafvH8vdOdk>



Socratic Paradox



- We know some things, but none of us knows as much as all of us
- We have biological advantages that we can learn to exploit, and disadvantages that we can learn to overcome through practice
- With skill and discipline, we can consistently be our best selves, both individually and collectively