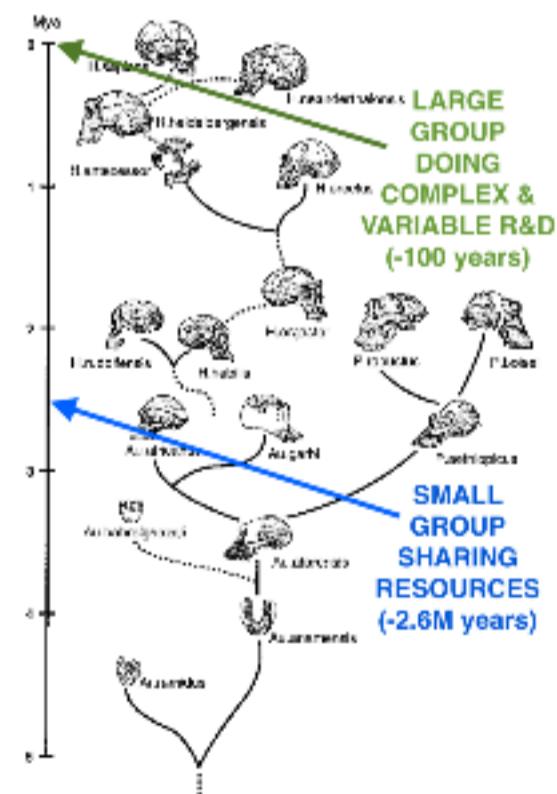
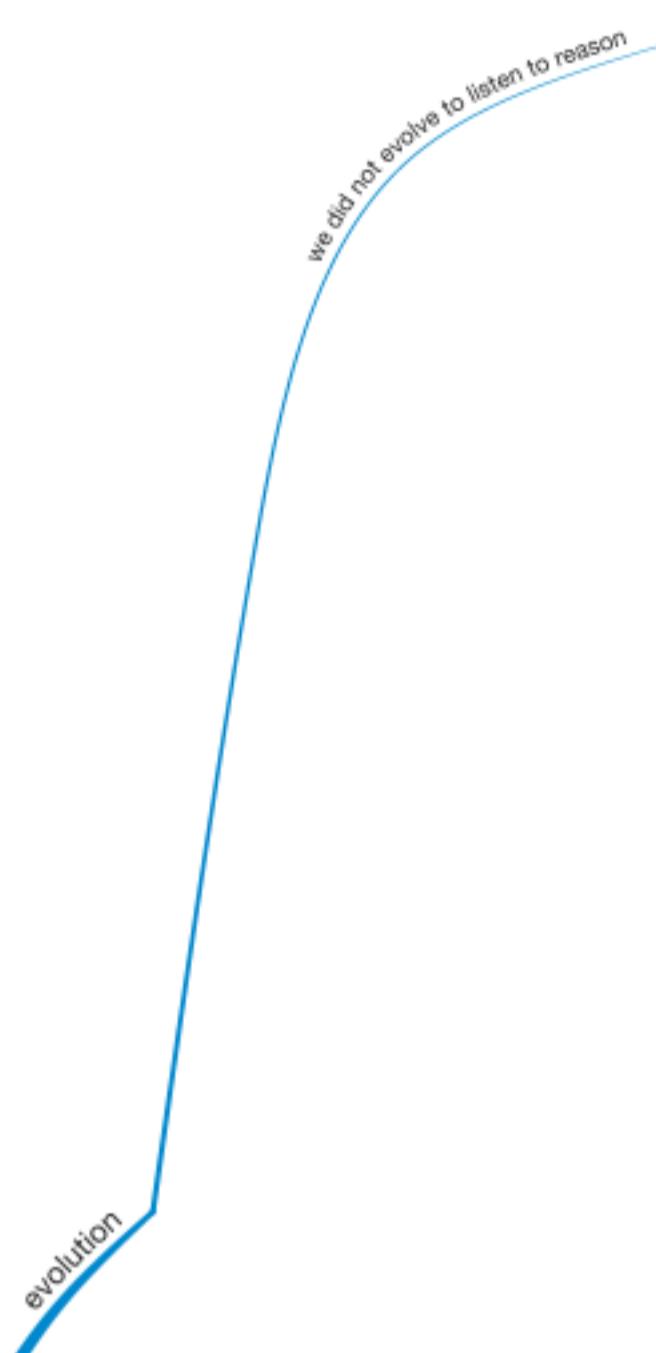


cognitive biases

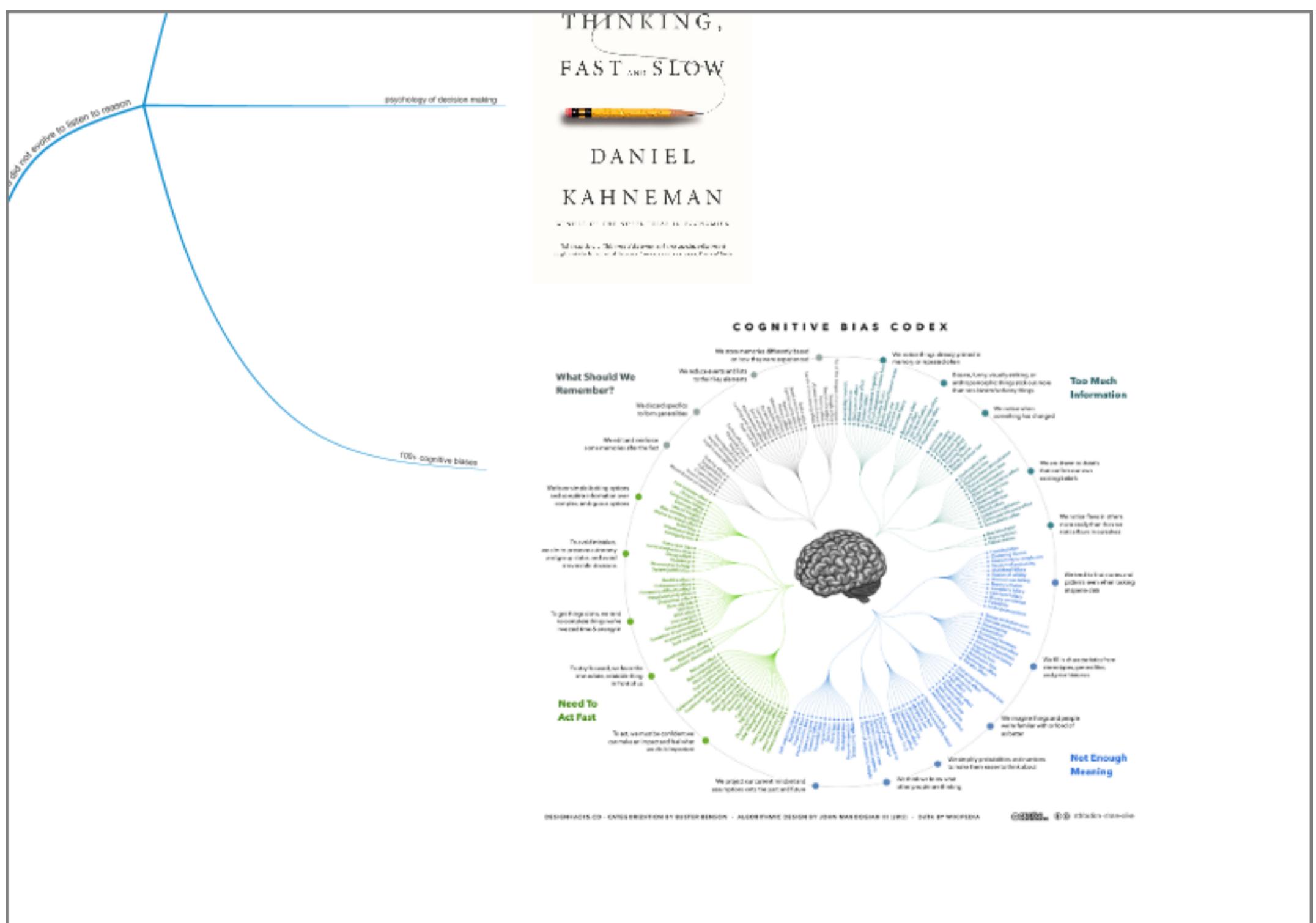
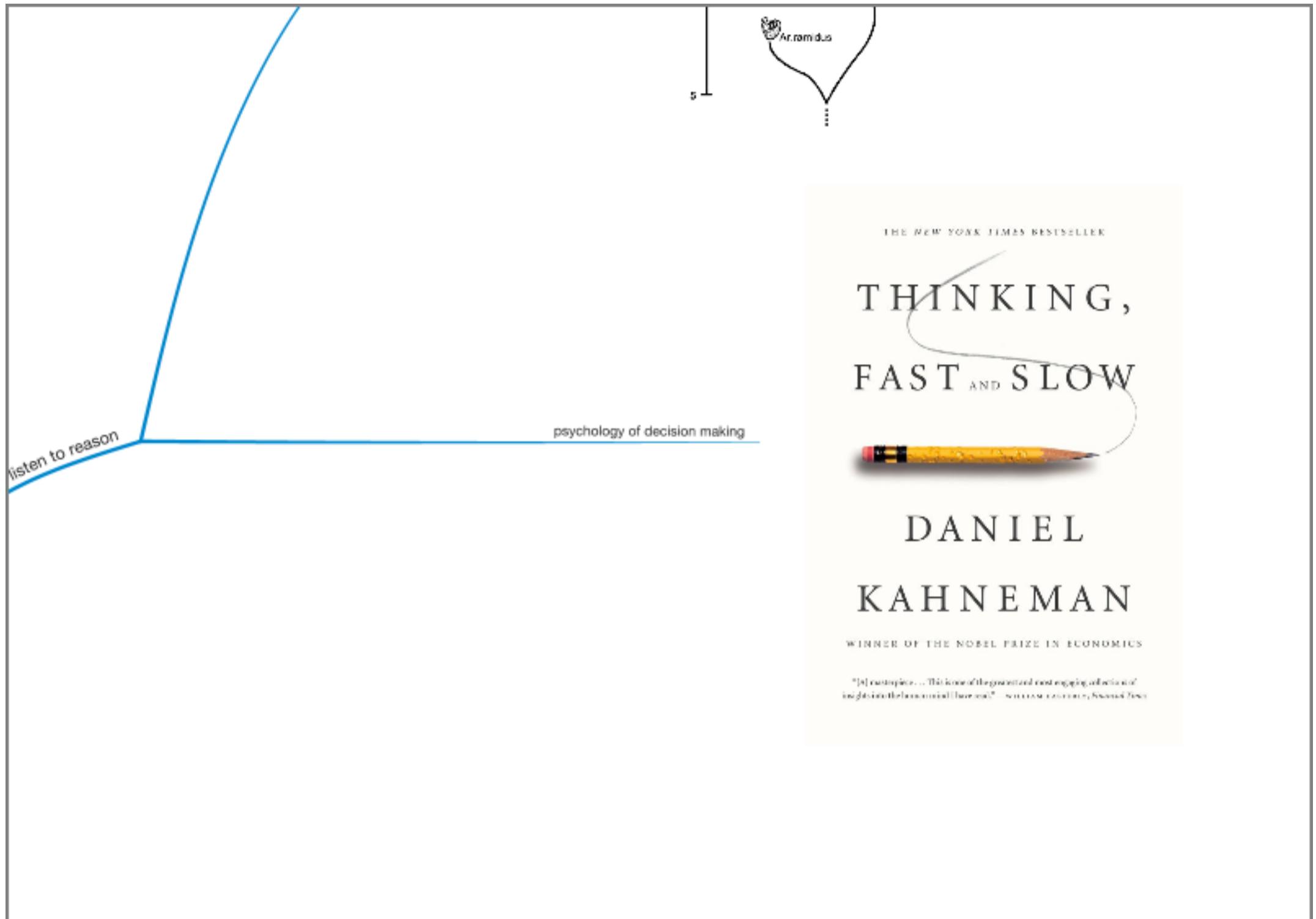


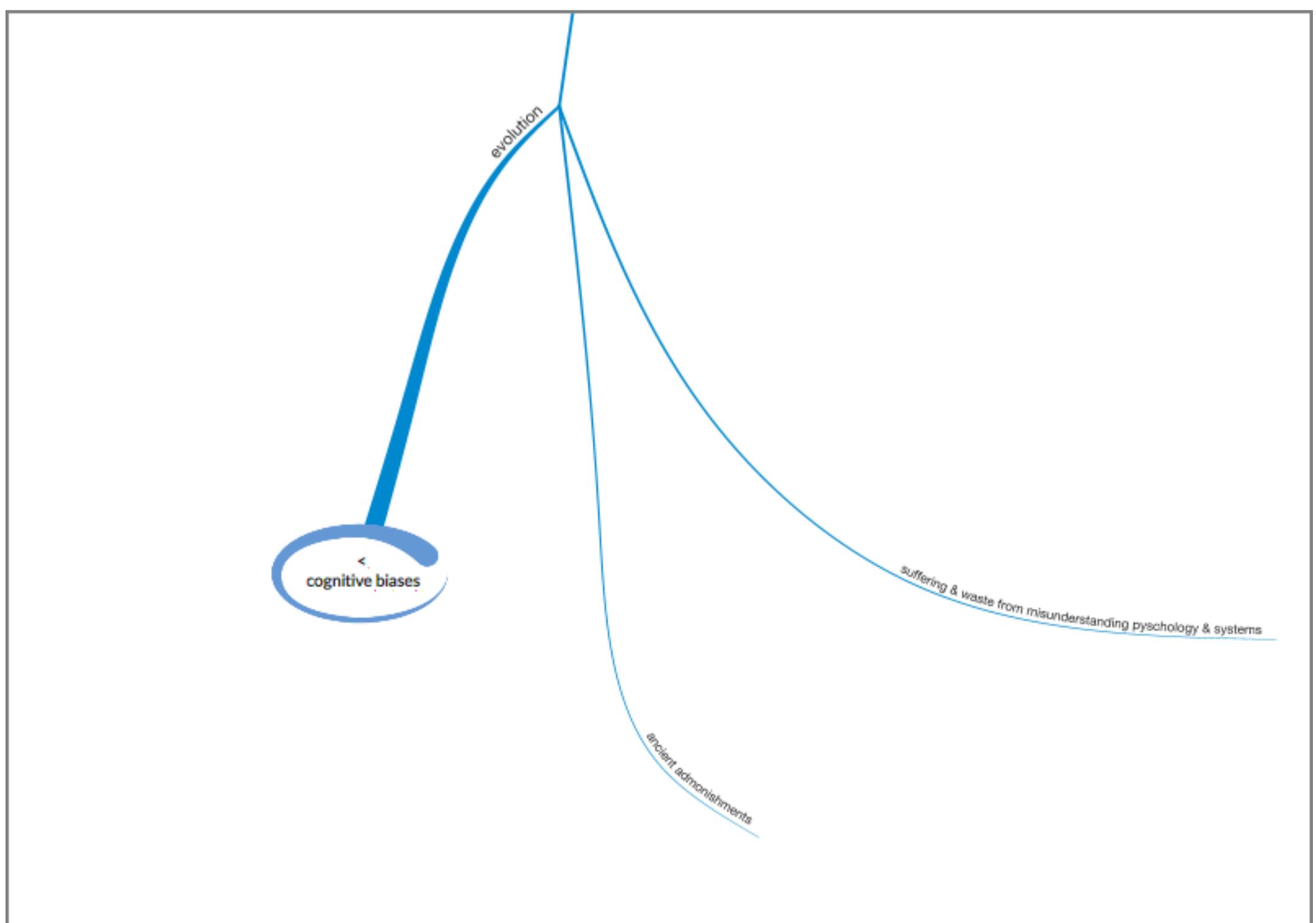
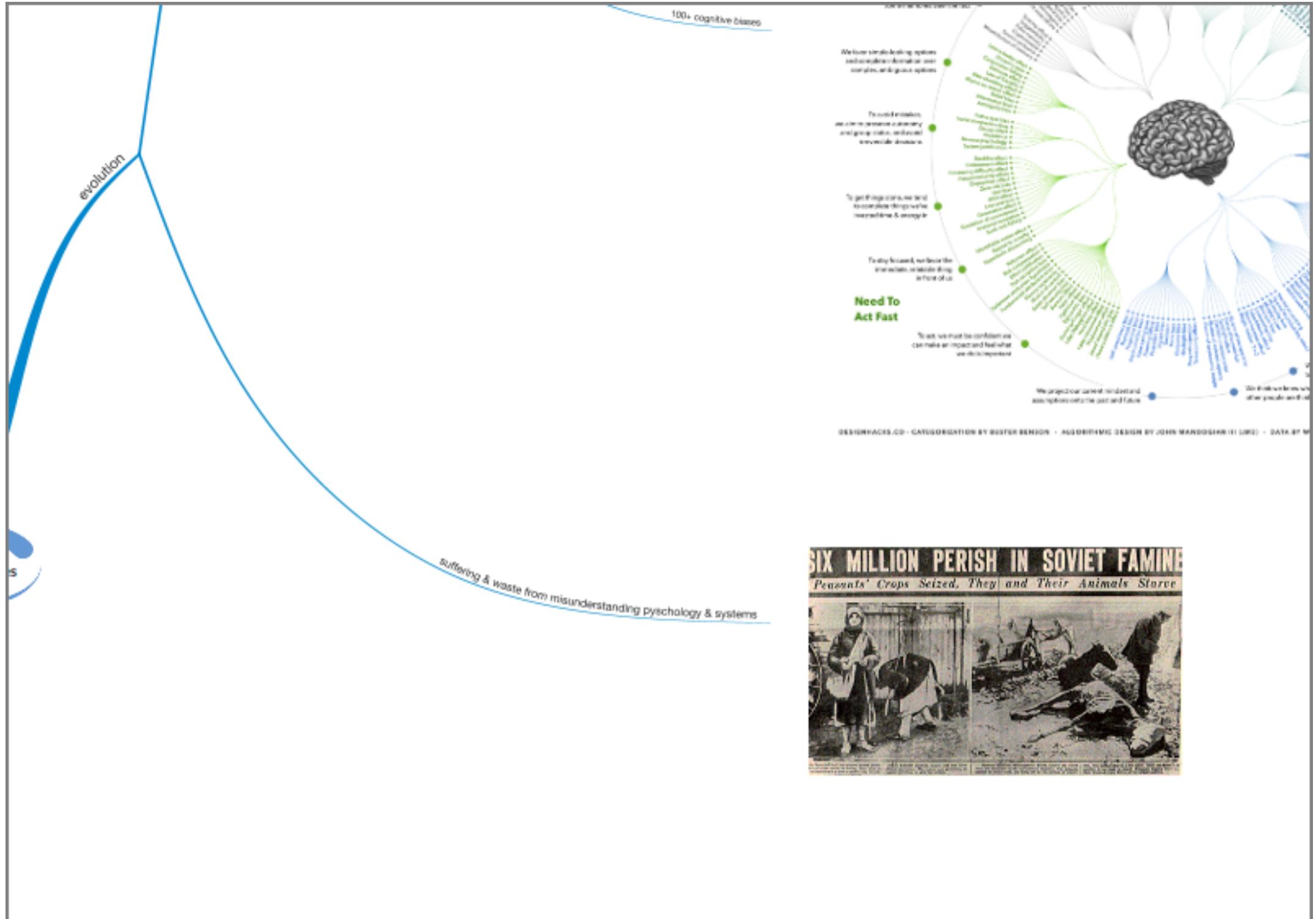
evolution

cognitive biases



we did not evolve to listen to reason

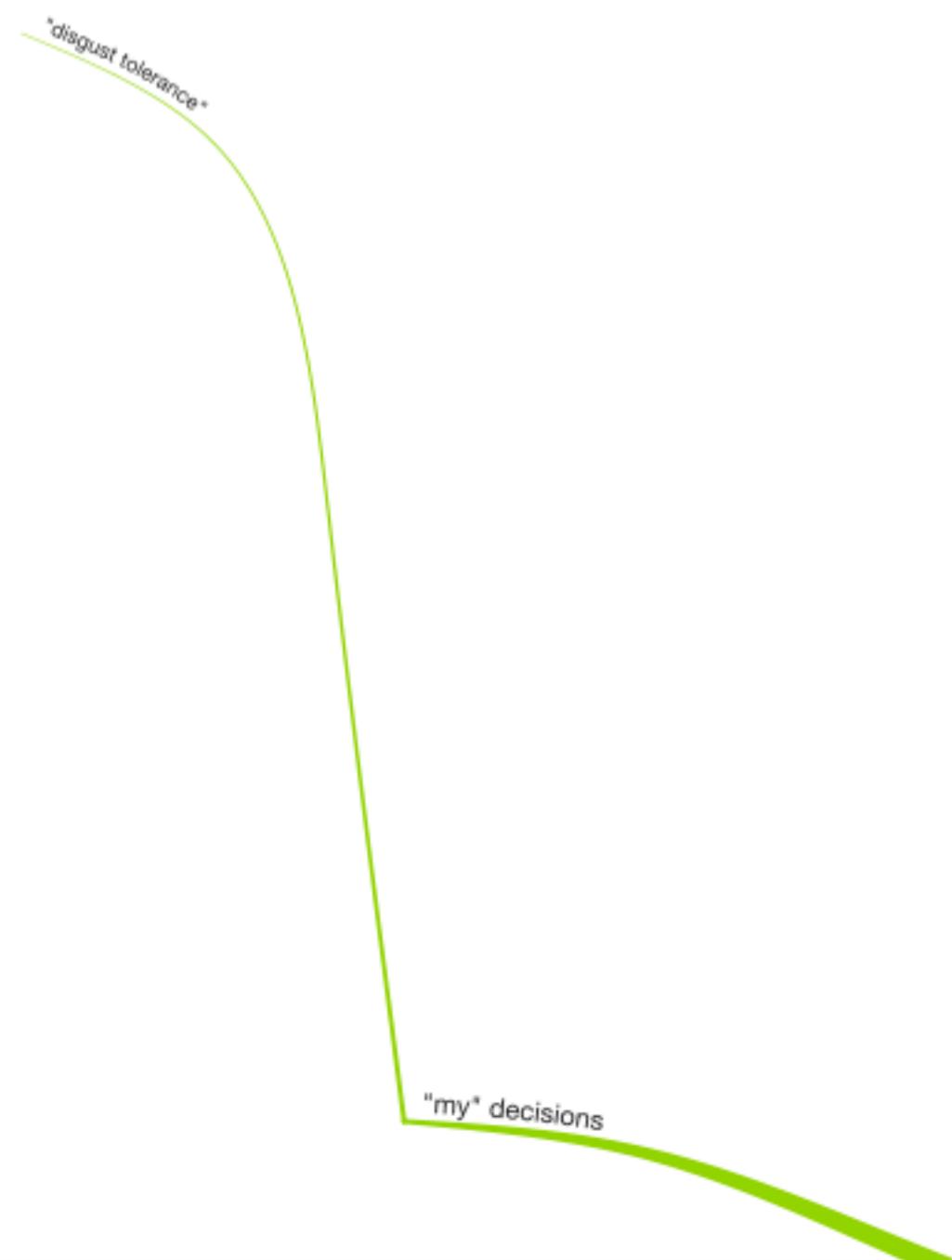
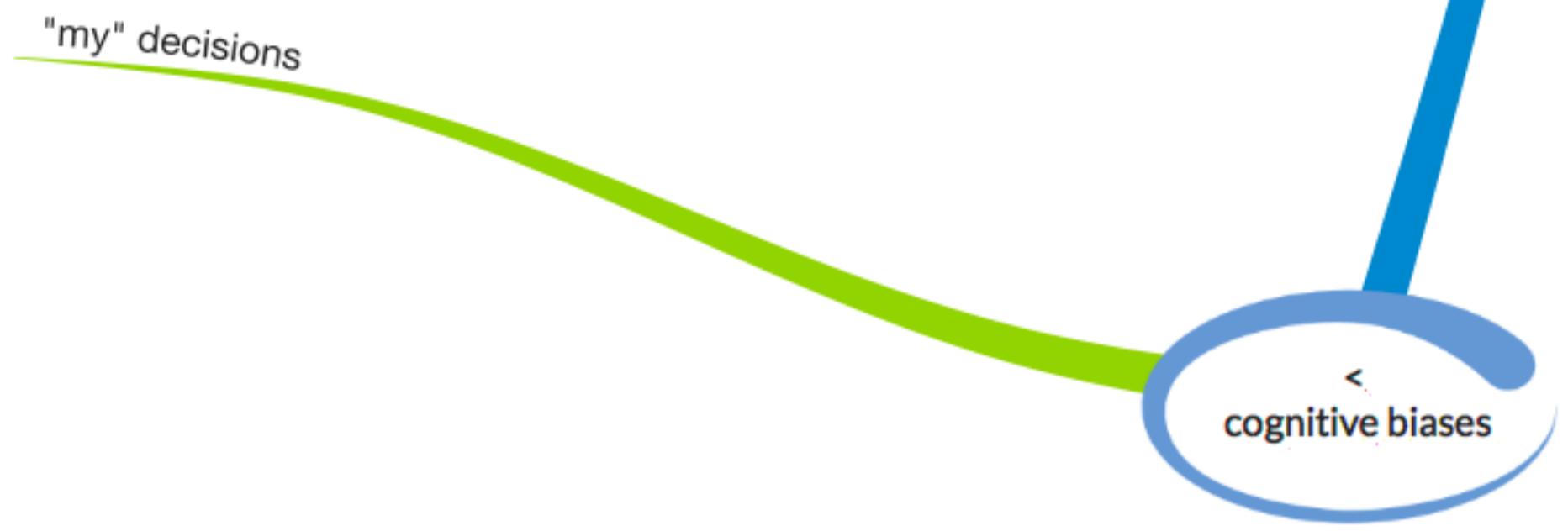


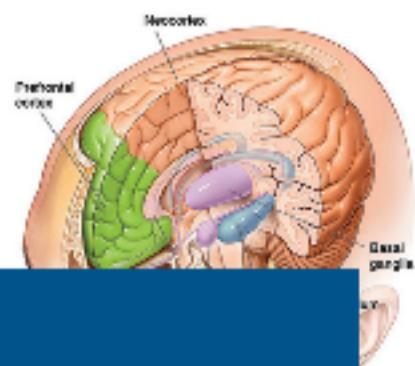


"Nothing is easier than self-deceit.
For what each man wishes, that he
also believes to be true."
- Demosthenes, 350 BCE

"Nothing is easier than self-deceit.
For what each man wishes, that he
also believes to be true."
- Demosthenes, 350 BCE

"The first principle [of science] is that you
must not fool yourself -- and you
are the easiest person to fool."
- Feynman, 1974





Current Biology

REPORT | VOLUME 24, ISSUE 22, P2893-2899, NOVEMBER 17, 2014

Nonpolitical Images Evoke Neural Predictors of Political Ideology

EMBER 17, 2014

Evoke Neural Predictors of Political

"A single disgusting image was sufficient to predict each subject's political orientation with 94% accuracy"

"disgust tolerance"

"disgust"

Nonpolitical Images Evoke Neural Predictors of Political Ideology

"A single disgusting image was sufficient to predict each subject's political orientation with 94% accuracy"



Publish

About

Browse

OPEN ACCESS PEER-REVIEWED

RESEARCH ARTICLE

Disgust and the Politics of Sex: Exposure to a Disgusting Odorant Increases Politically Conservative Views on Sex and Decreases Support for Gay Marriage

"ambiguity tolerance"

"my"

Disgust and the Politics of Sex: Exposure to a Disgusting Odorant Increases Politically Conservative Views on Sex and Decreases Support for Gay Marriage

Emotion
2017, Vol. 17, No. 6, 895–899

© 2017 American Psychological Association
1528-3542/17/\$12.00 http://dx.doi.org/10.1037/emo0000331

BRIEF REPORT

Intolerance of Uncertainty Predicts Increased Striatal Volume

"ambiguity t

—899

© 2017 American Psychological Association
1528-3542/17/\$12.00 http://dx.doi.org/10.1037/emo0000331

BRIEF REPORT

Intolerance of Uncertainty Predicts Increased Striatal Volume

"ambiguity t



Article | OPEN | Published: 12 June 2018

Tolerance to ambiguous uncertainty predicts prosocial behavior

ious uncertainty
behavior

"my" dec

self-talk &
the Interpreter (left hemisphere)
& post-hoc rationalization

Article | OPEN | Published: 12 June 2018

Tolerance to ambiguous uncertainty predicts prosocial behavior

The interpreter in human psychology

Authors: Matthew E Roser, Michael S Gazzaniga
Publication date: 2006
Journal: The Evolution of Primate Nervous Systems. Oxford



early split-brain research

self-talk &
the Interpreter
& post-hoc ra

gy

Gazzaniga

s Systems. Oxford

early split-brain research

self-talk
the Interpreter
& post-hoc

video: left-brain interpreter



Authors Matthew E Roser, Michael S Gazzaniga

Publication date 2006

Journal The Evolution of Primate Nervous Systems. Oxford

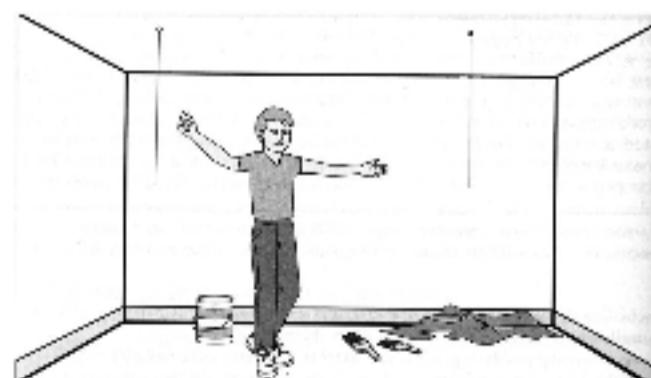
early split-brain research

self-talk &
the Interpreter
& post-hoc

video: left-brain interpreter



Rigidity in problem solving: Functional Fixedness



post-hoc rationalization experiments in normal brains



cognitive biases

Suffering & waste from misunderstanding psychology & systems

Recent admonishments

"Nothing is easier than self-deceit.
For what each man wishes, that he
also believes to be true."
- Demosthenes, 350 BCE

"The first principle [of science] is that you
must not fool yourself — and you
are the easiest person to fool."
- Feynman, 1974"

examples & countermeasures

self-personality-perception biases

examples & countermeasures

on biases

"Big 5" personality test

	Mean Percentile	Std. Dev.	SAPA	IPIP-NEO (short)	Psycho- metrics Proj (IPIP-BFM)
agreeableness	57	16	46	75	51
conscientious	88	4	88	85	92
extraversion	83	8	76	80	92
emotional reactivity & negativity ("neuroticism")	3	3	7	1	1
openness & adaptiveness	74	8	69	84	70
number of ques unit			100 percentile	100 percentile	50 percentile

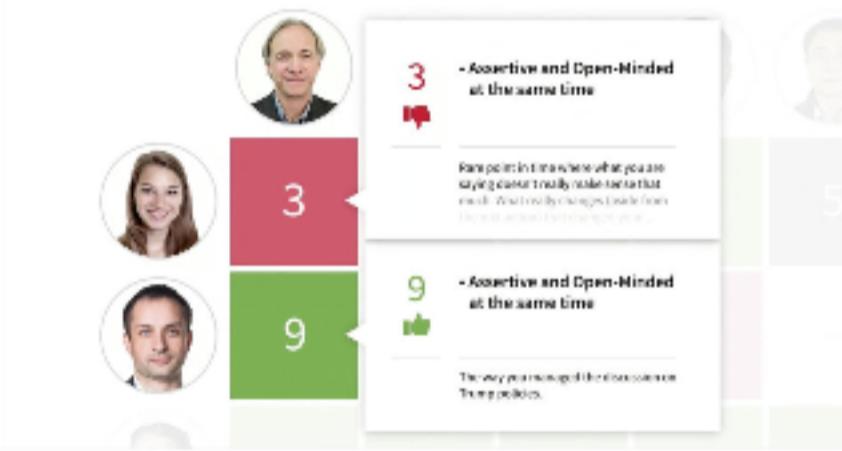
measures

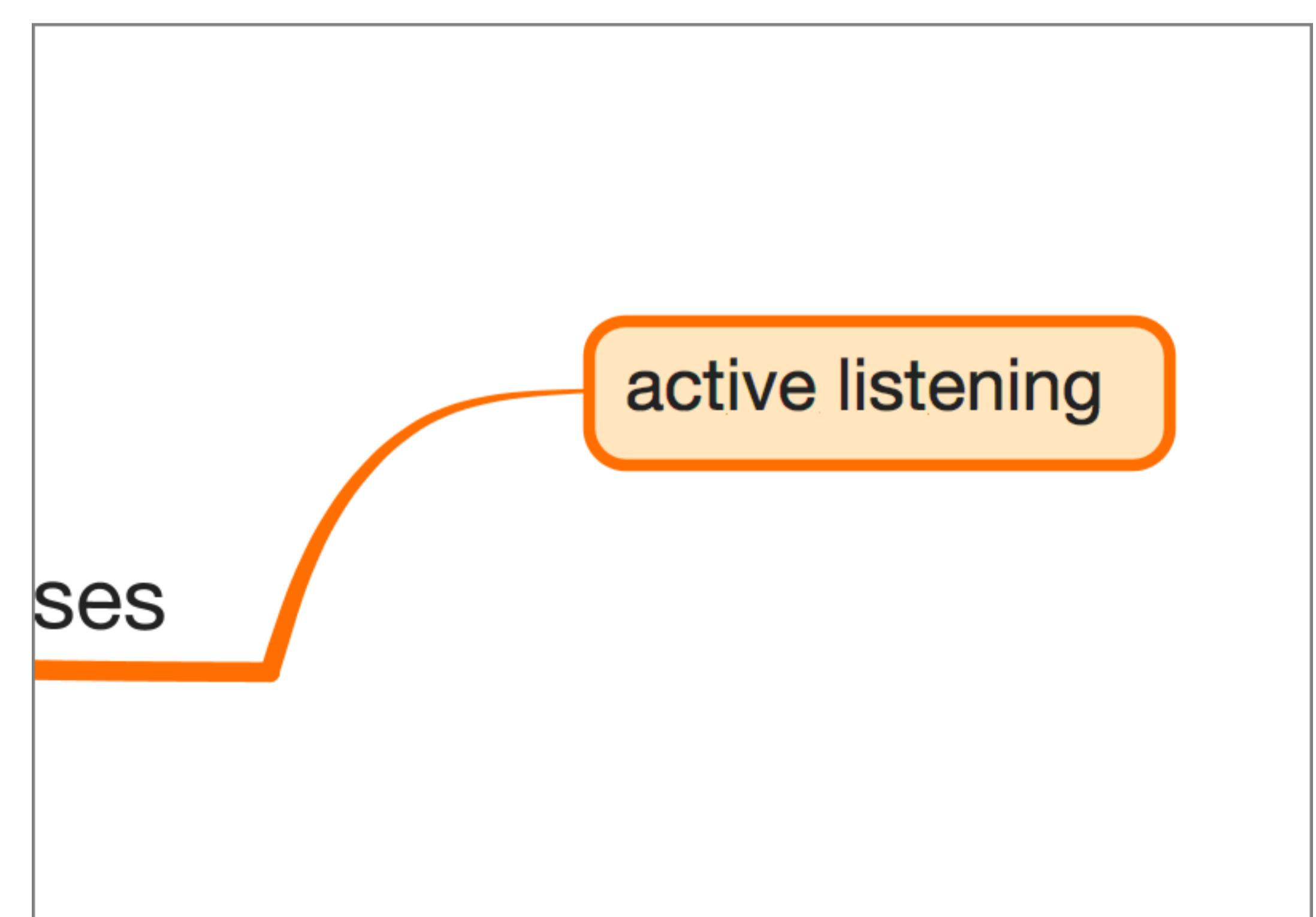
self-personality-perception biases

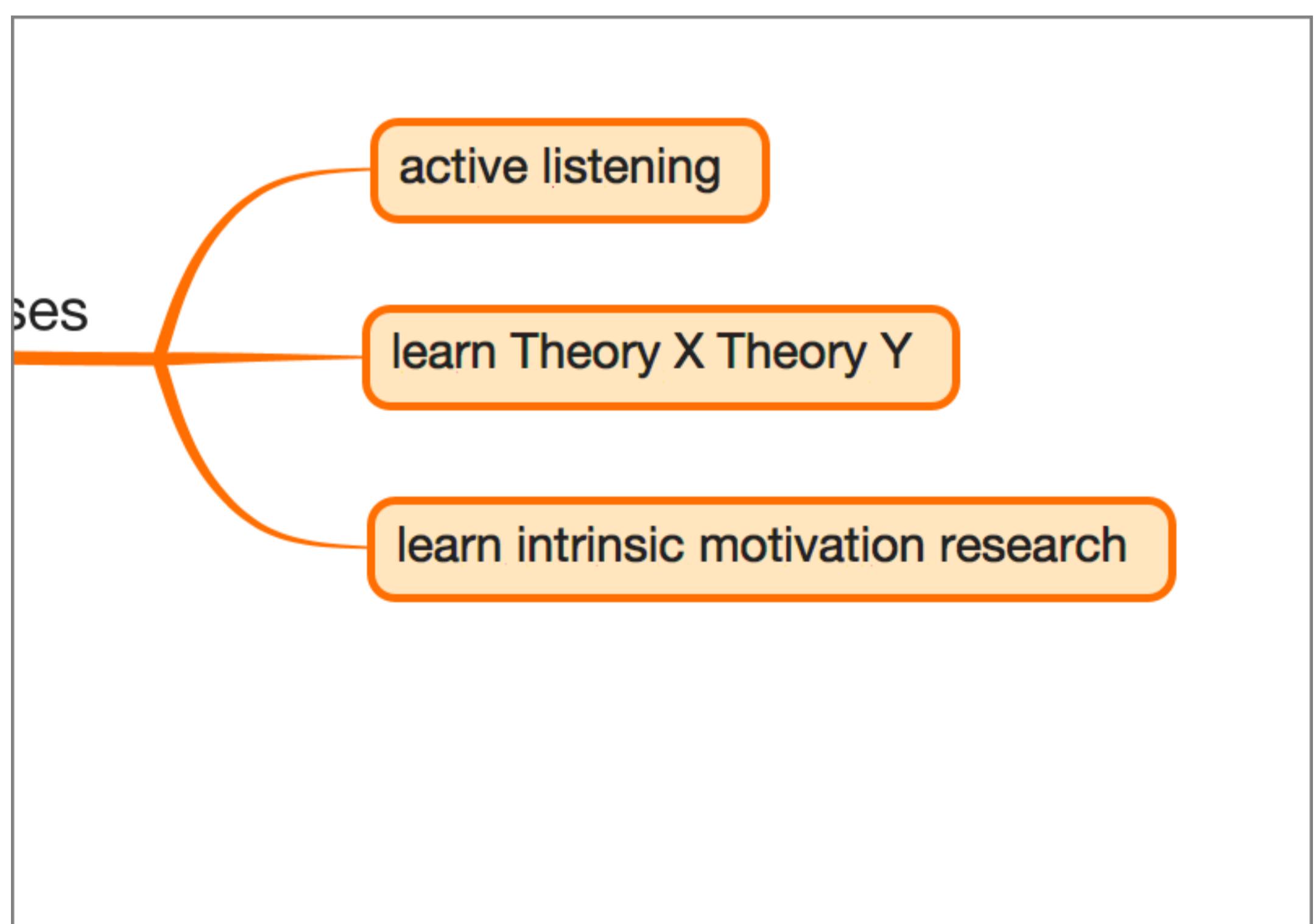
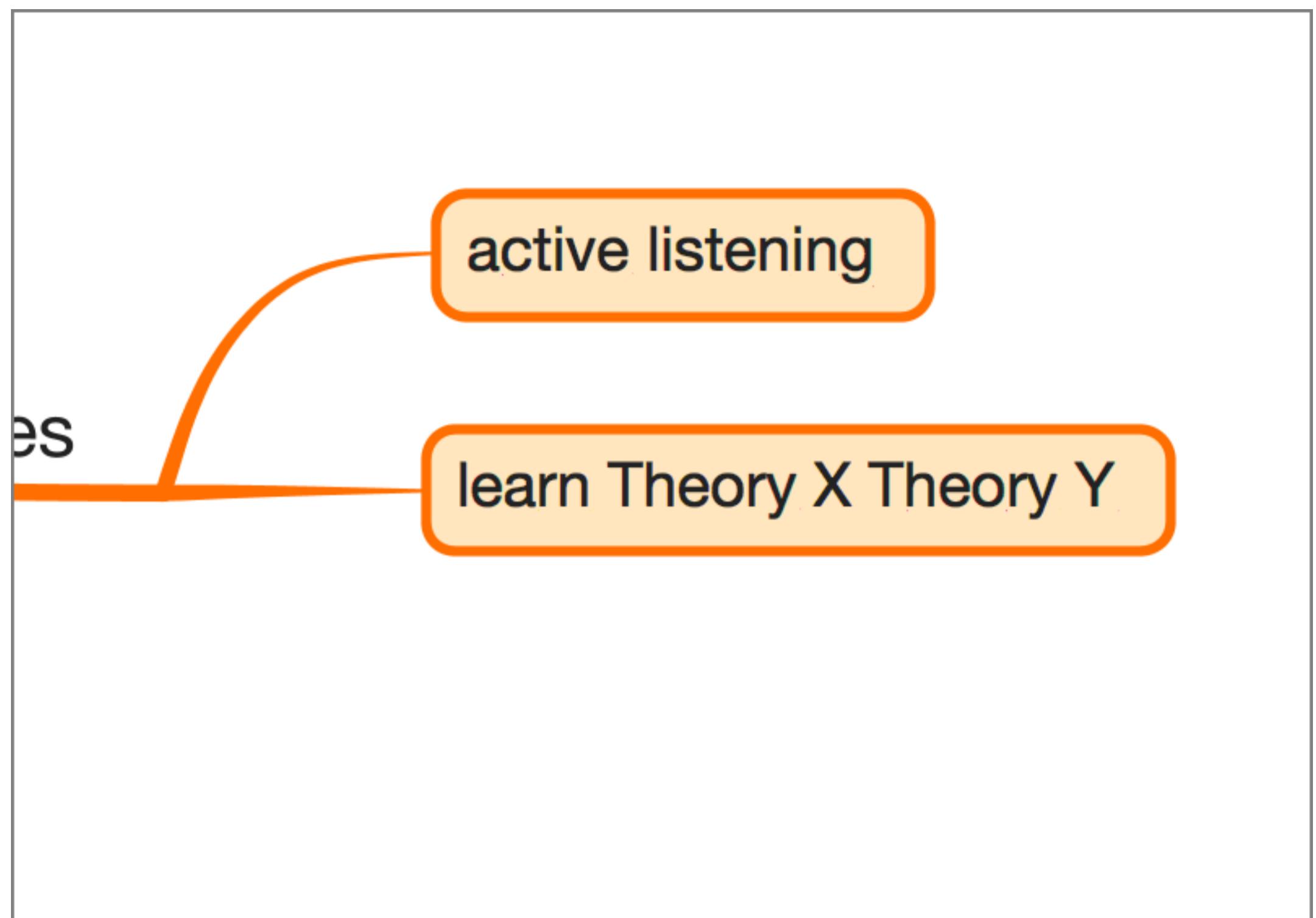
decision-making biases

"Big 5" personality test

agreeableness	57
conscientious	88
extraversion	83
emotional reactivity & negativity ("neuroticism")	3
openness & adaptiveness	74
number of ques unit	



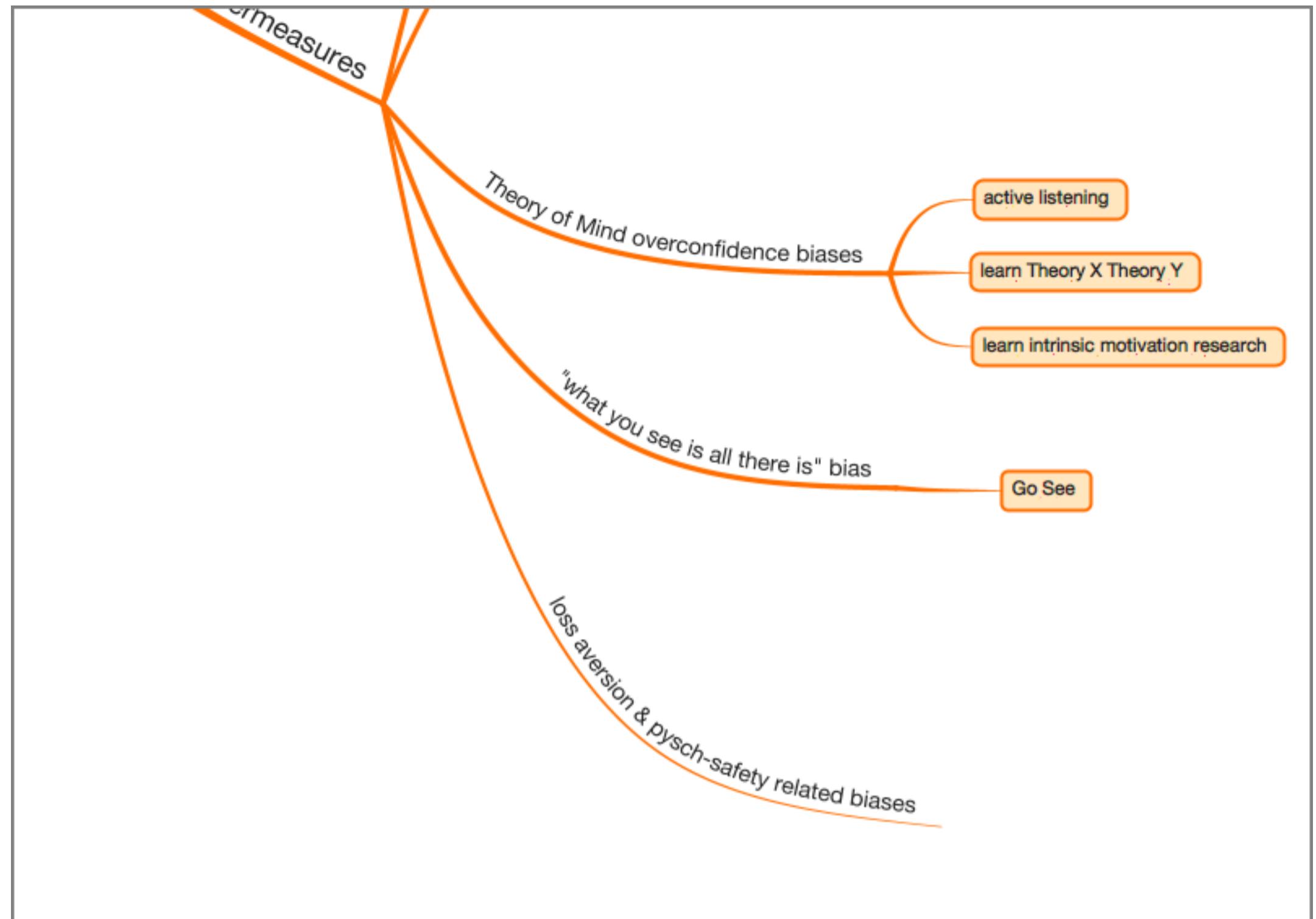




Theory of Mind overconfidence biases

"what you see is all there is" bias

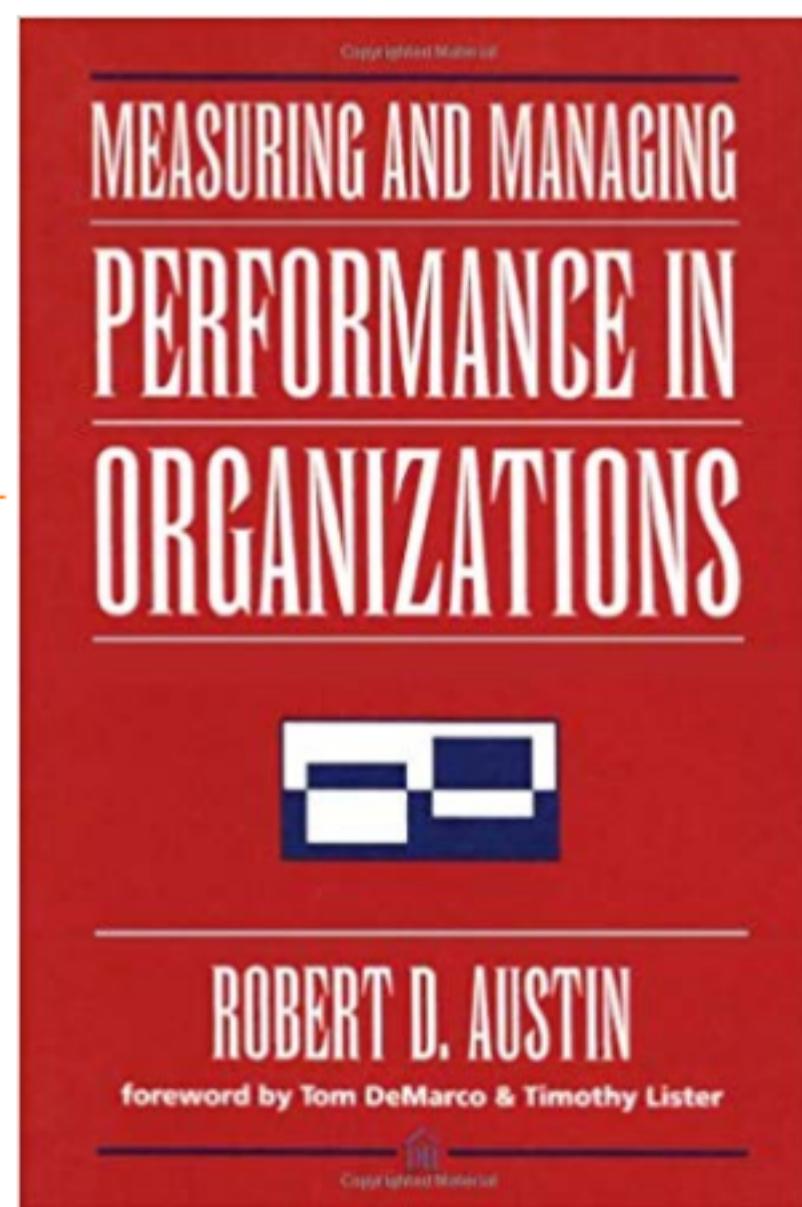
Go See



"what you see is all there is" bias

Go See

related biases



/safety related biases

ROBERT D. AUSTIN

foreword by Tom DeMarco & Timothy Lister

Copyright Material

1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.

re:Work

Biases & countermeasures

Theory of Mind overconfidence biases

active listening

team Theory X/Theory Y

team intrinsic motivation research

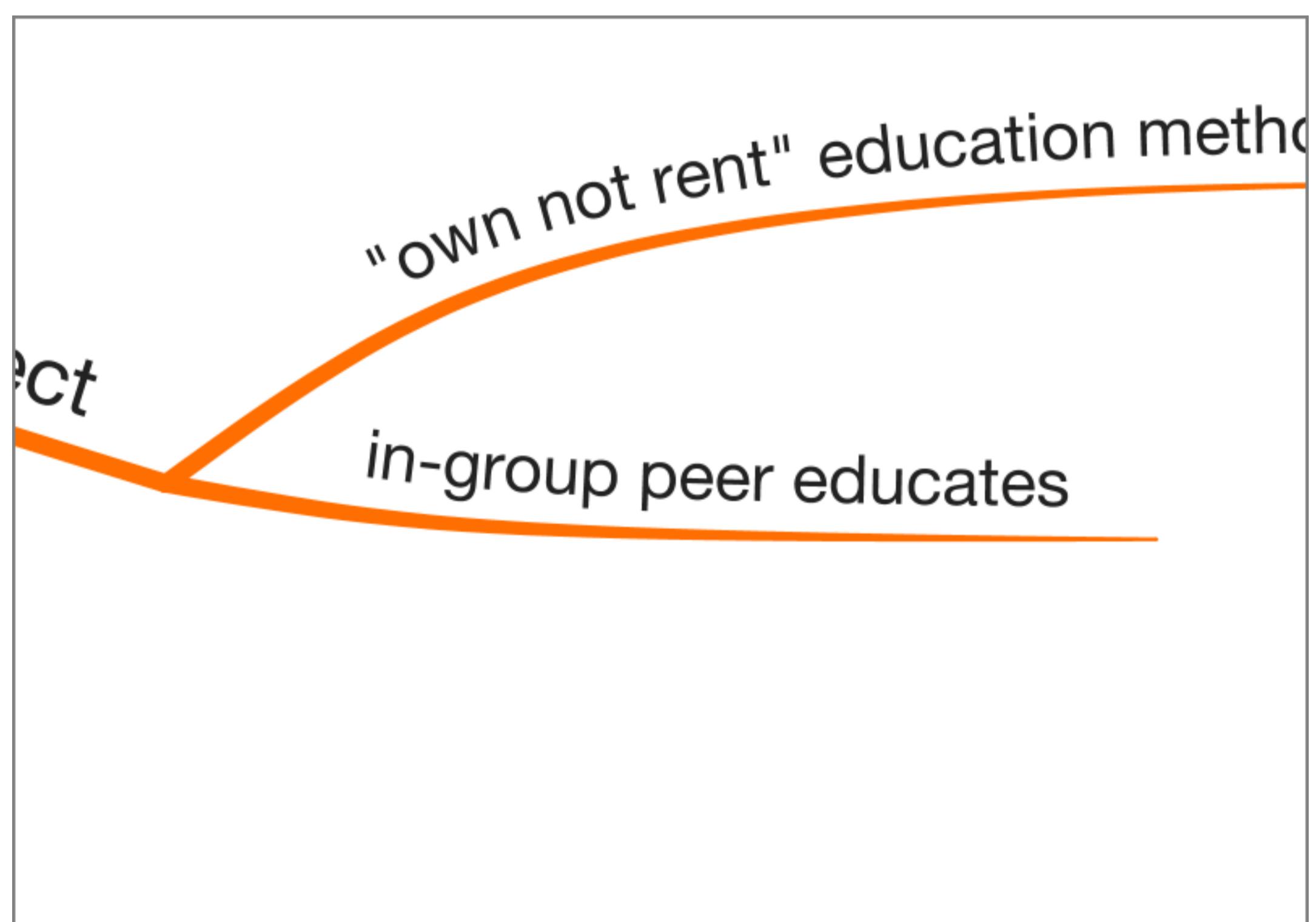
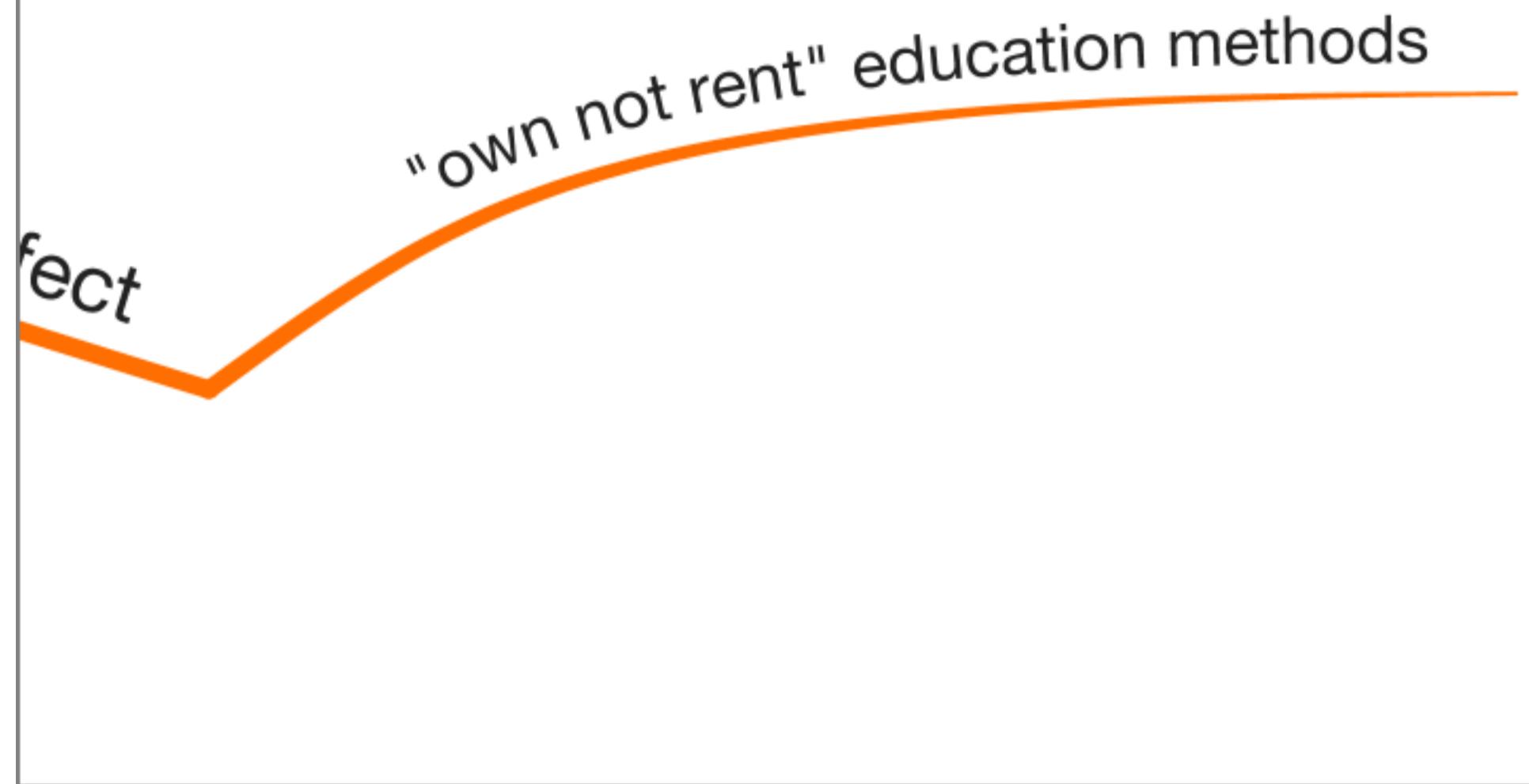
"what you see is all there is" bias

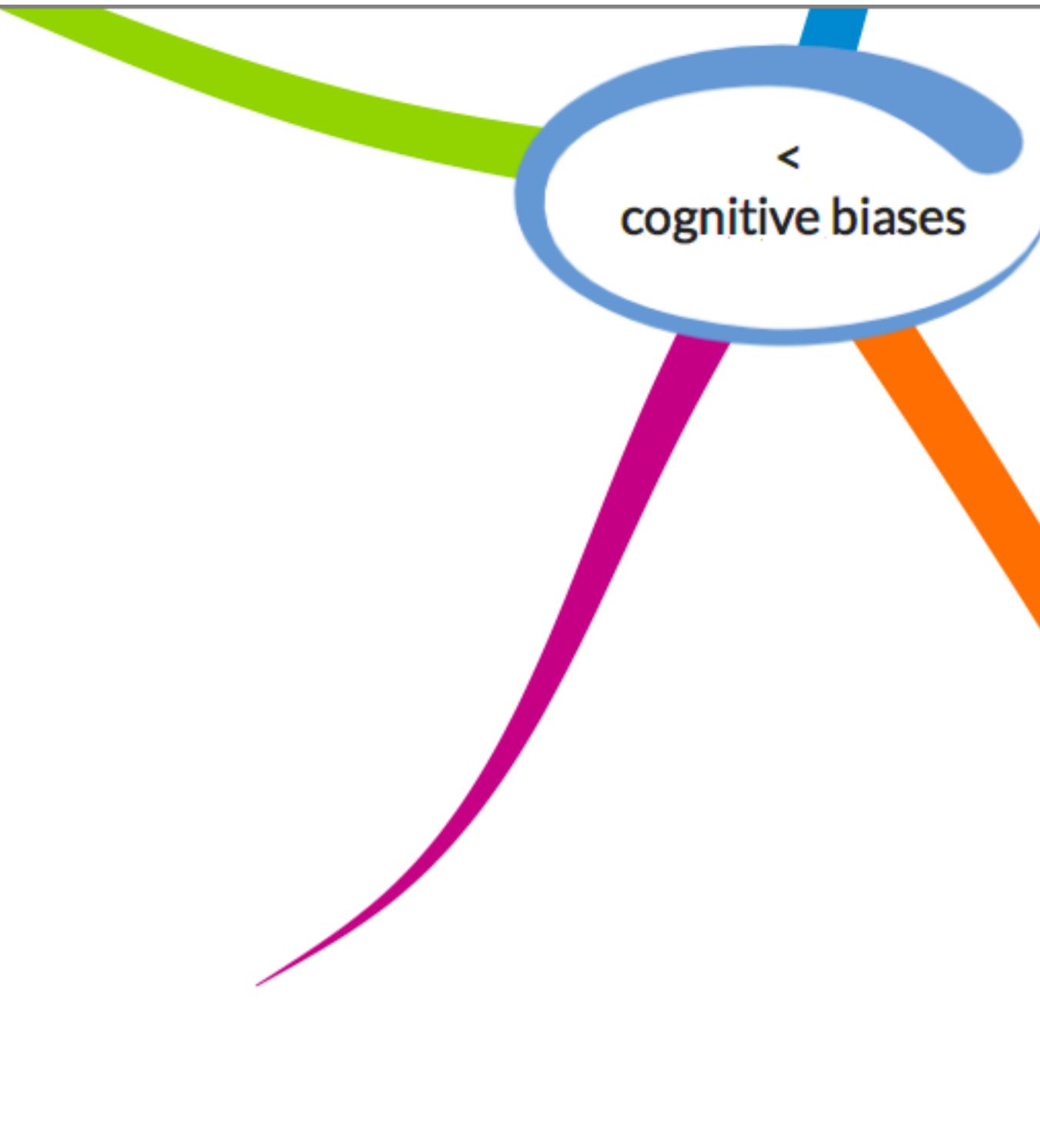
Go See

loss aversion & Death-safety related biases

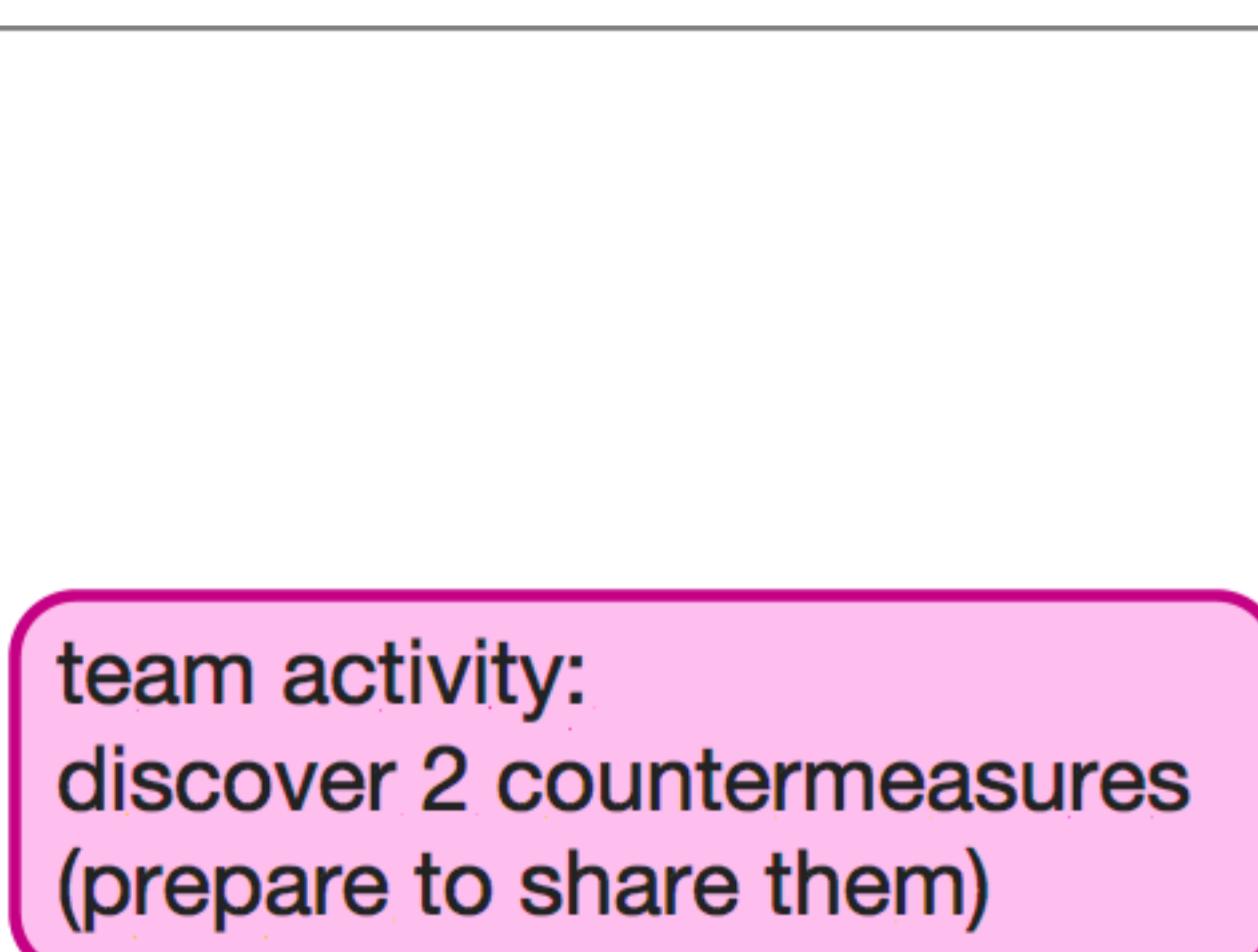


backfire effect





cognitive biases



team activity:
discover 2 countermeasures
(prepare to share them)