

Johari Window

It's very easy to see problems and logical inconsistencies in others, but hard to see them in yourself

💡 Your biggest blind spot is yourself

💡 Good leaders supplement information with sense-making and walking around

You tend to broadcast what you want to hear

💡 In order to learn something new, you must empty your cup ("beginner's mind")

It's impossible to leave your feelings at the door

🗣️ P.77 - "...we achieve results in life not because we are objective but because we care."

Reason doesn't get people to act; emotions do

Status - Does this person feel important, recognized, or needed by others?

Certainty - Does this person feel confident that they know what's ahead, and that they can predict the future with reasonable certainty?

Autonomy - Does this person feel like they have control of their life, work, and destiny?

Relatedness - Does this person feel like they belong? Do they feel a sense of relatedness? Do they trust the group to look after them?

Fairness - Does this person feel like they are being treated fairly? Do they feel that the rules of the game give them a fair chance?

Trust has to be earned over time

The test of a good theory is that it CAN be disproven (Falsifiability)

Just because you can predict someone's behavior doesn't mean you've validated it

💡 Sometimes conflict comes from misunderstanding instead of disagreement

💡 The internet is like a grocery store facts

Triangulation = the practice of developing multiple viewpoints and theories that you can compare, contrast, combine, and validate to get a better understanding of what's going on

💡 Cultivate as many theories as you can and hold them lightly

An outside perspective can see things insiders don't

Ask questions about things that seem obvious to others

Forming new connections = more opportunities

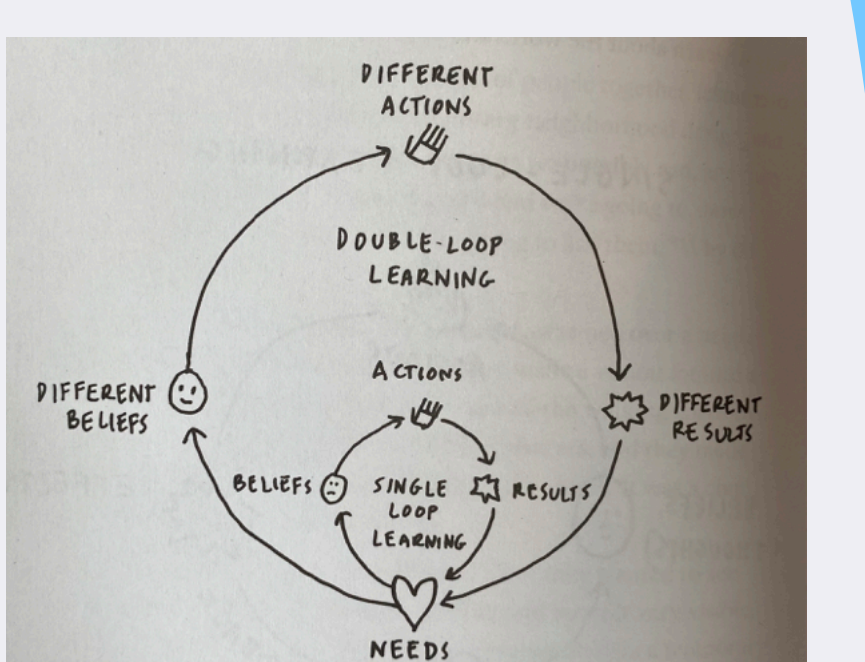
One way to solve an unsolvable problem is to attack the solution

💡 We spend most of our time on autopilot

What can I do to disrupt the doom loops on my own life?

Don't define reality by imaginary constraints (old rules)

💡 You don't have to believe a hypothesis is true in order to test it



Double Loop Learning

1. Recognize that you are operating from a bubble of belief (reality distortion field)

2. Don't just observe behavior, try to figure out the underlying needs and beliefs that are operating in any situation you want to change

3. Are you seeing the results you want? If so, great!

4. If not, explore and examine as many alternative beliefs as you can. Expose yourself to more ideas and experiences. Search for a belief that looks interesting and act as if it were true for a period of time

5. See what happens. Did you improve the situation? If so, great! If not, repeat as necessary

There are worlds of possibility all around you

Instead of trying to find valid information, people make up stories when they ask "why isn't this happening?"

Facts alone may provide information, but story gives you context that connects those facts to people, situations, and events

Neural coupling = people's brains connect and mirror each other when sharing a story

We all want more control of the changes that impact our life

You can't change the world without changing yourself

Risks come in all shapes and sizes

Risk is always there whether you realize it or not

💡 Sometimes existing structures must be broken down so the blocks can be put together in new ways

Your beliefs can't evolve if you're not willing to introduce some chaos into the mix

Practice 1: Assume That You Are Not Objective

Practice 2: Empty Your Cup

Practice 3: Create Safe Space

Practice 4: Triangulate and Validate

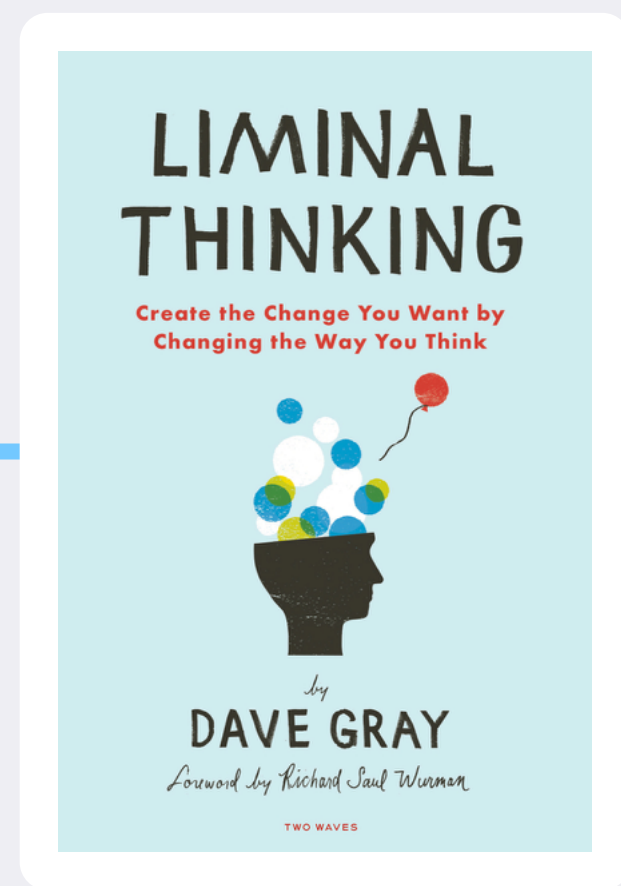
Practice 5: Ask Questions, Make Connections

Practice 6: Disrupt Routines

Practice 7: Act as if in the Here and Now

Practice 8: Make Sense with Stories

Practice 9: Evolve Yourself



Part 1: How Beliefs Shape Everything

Principle 1: Beliefs are Models

Story: Blind men describing an elephant

💡 We can grasp fragments of reality, but never the whole thing

🗣️ P.6 - "A belief is something you hold in your mind, a kind of map or model of that external reality."

Beliefs are facts, not reality

They're not wrong, but they're not right either

Beliefs = everything you know

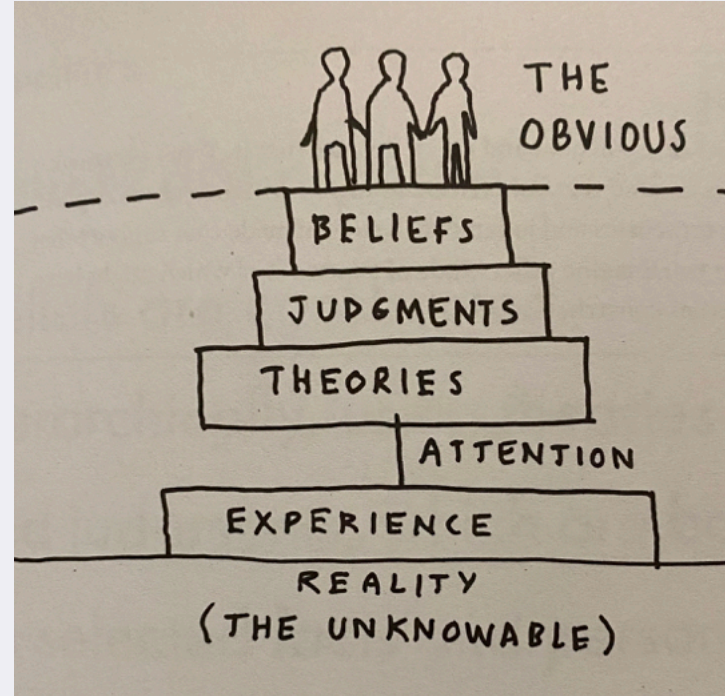
💡 The obvious is not obvious

💡 We tend to band together in "obvious clubs"

Talking to the same people

Reading the same books

Watching the same news channel



The Pyramid of Belief

💡 Our reality is limited by the range of our experience

💡 Our capacity for perceiving information is about 11 million bits per second

We are limited by what we pay attention to

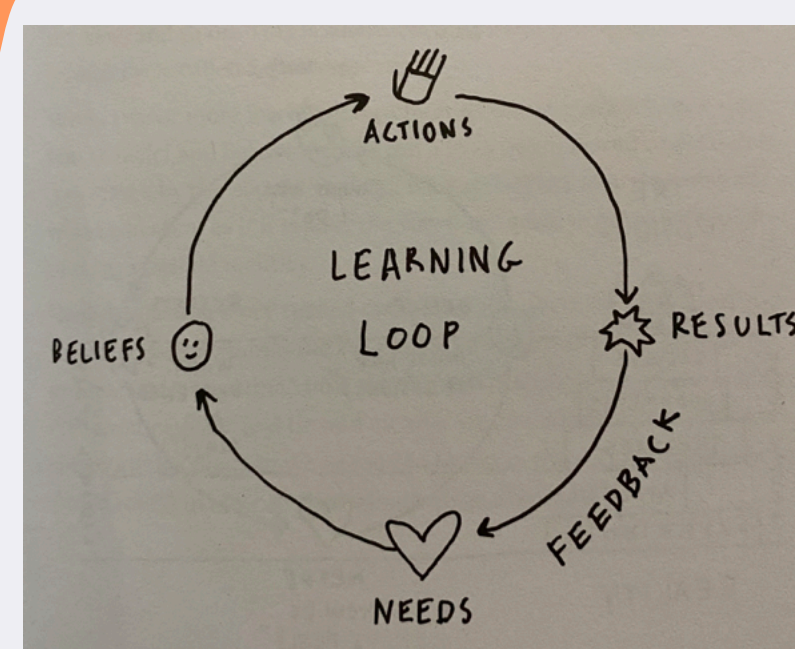
Conscious attention is limited to 40 bits per second

💡 Attention is like a needle on a record player

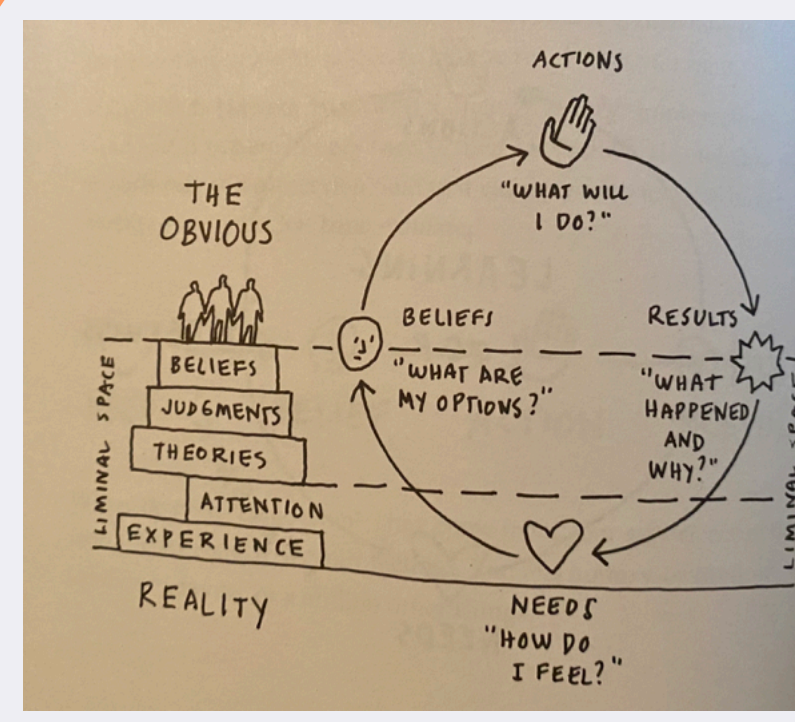
Beliefs form the fundamental model you use to navigate the world

💡 Our default behavior is question reality, not the map we've created

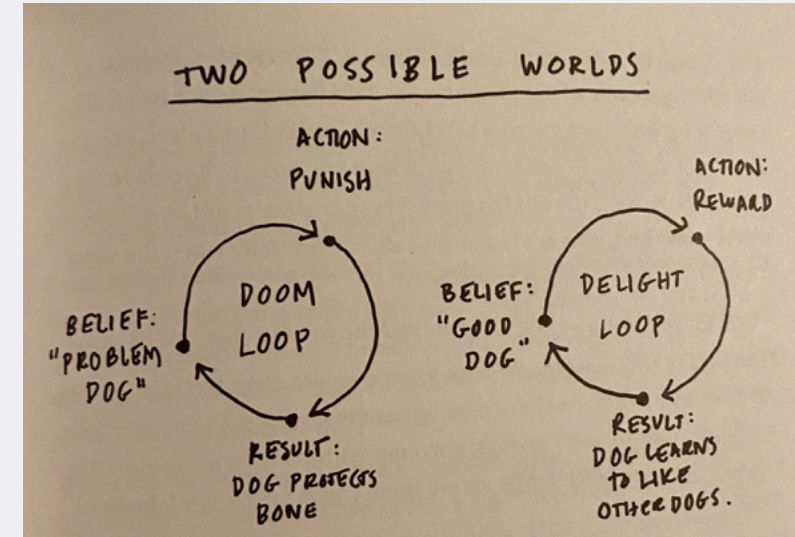
💡 A belief is a story in our head



The Learning Loop



Connects to Pyramid of Belief



When learning loops wrong it's called a doom loop

💡 Limiting belief = a belief that narrows the range of possibilities

Principle 4: Beliefs Create Blind Spots

Even your closest friends may share limiting beliefs that close off opportunities (with the best of intentions)

🕒 Action Item: Identify limiting beliefs from relationships

Bubble of Belief

Reinforces and protects existing beliefs by denying the possibility of other beliefs

A form of collective delusion to maintain a group map

Principle 5: Beliefs Defend Themselves

People like stability and will fight to hold on to their beliefs

Self-sealing logic examples

Nokia vs. Apple's iPhone

Detroit automakers vs. Toyota

2 ways people make sense of new ideas

Is it internally coherent?

Is it externally valid?

💡 People rarely test ideas for external validity when they don't have internal coherence

💡 When an emotional need is unfulfilled, the brain seeks to fill that gap with some kind of explanation

Conspiracy theories thrive in groups where they don't feel they have control of their lives

Governing belief = a belief that is deeply tied to identity and feelings of self-worth

💡 Questioning your governing beliefs can lead to profound change

When your governing beliefs are threatened, it's like you are being threatened

🕒 Action Item: Make a list of governing beliefs

Principle 6: Beliefs are Tied to an Identity