

Public note

Bruno Pedro

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specialists have a lot of non-specialized problems. In one sense, this is so well known it's become a cliché—the engineer who just wants to crank out code all day, the philosophy professor with their head in the clouds. But the cliché doesn't really describe me or most engineers or philosophers I know, who are broad-minded enough to be happy thinking about things outside our assigned specialty. Even for us, though, we can often increase our impact a lot by improving our generalized effectiveness.

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