**Episode #2.mp4**

**Speaker 1** [00:00:01] Welcome to the Cabrera Lab podcast.

**Speaker 2** [00:00:05] Hey. Hey. How's it going? I'm good. All right. So I was thinking the other day about something you said. Yeah. Which was We can teach people to think, but we can't teach them to love reality. And I don't know what that means. Like what? What do you mean by that?

**Speaker 1** [00:00:23] It's not that we can't teach them to love reality. It's just much harder.

**Speaker 2** [00:00:27] What?

**Speaker 1** [00:00:27] One of the best ways to teach people to love reality is to. Is to teach them to think. Loving reality is kind of a disposition. It's kind of a it's kind of like a a deep curiosity and a deep humility. You have to be humble to love reality and you have to have humility. You have to you have to be able to revel in the idea. And in the statement that I don't know that I don't know something and I'm okay with it. I'm okay with not knowing. And when you say I don't know, it leaves a question mark. And that question mark can occupy the space of what is real.

**Speaker 2** [00:01:10] Question mark and occupy the space of what is real meaning. Reality is that you know it, you know, and you don't know.

**Speaker 1** [00:01:17] Reality is the reality is you might not know what's going on. You might not know what the truth is. You might not know. But the way to get to knowing reality, the way to to really understand what's going on in any situation is to have that be a question mark, because then it's a question, then it's a curiosity, and then it's something that can be filled in. You can you can answer a question, but if you've already got a statement in there and this is the way it is, right. You can't answer that. You can't you can't add into that. You can't evolve that.

**Speaker 2** [00:01:50] Or say, well, it's about what if I walk around thinking, I know?

**Speaker 1** [00:01:54] Yeah, most people do that.

**Speaker 2** [00:01:56] I know reality. The reality.

**Speaker 1** [00:01:57] Yeah. It's one of the most important, one of the most basal biases we have is what I call reality bias. I think it's the, you know, the grandmother, the grandfather of all biases. There's lots of different biases, 80 something different biases that we study in the cognitive sciences.

**Speaker 2** [00:02:17] And it's a lot of bias.

**Speaker 1** [00:02:18] It's a lot of different biases. And there is a difference. Yeah, there's like something like 80, you know, it depends who you talk to. But generally speaking, there's something on the order of about 80 different, you know, biases.

**Speaker 2** [00:02:32] There's also some.

**Speaker 1** [00:02:34] Pollsters out there that have like, you know, 200 or something like that. But I don't think I think a lot of those are just people making stuff up. But, you know, let's say there's 80 different biases that that are being studied at any given time, that type of thing. And. Yeah, some of them are very specific, but they're all based on reality bias. Reality bias is like the grandfather or grandmother of biases. The great, great, great grandmother biases. You know, the ancestral.

**Speaker 2** [00:03:07] Yeah.

**Speaker 1** [00:03:08] And hence origin point of all biases is reality bias, which is that we. That we think we know, right? We think and that's what a bias is essentially right, is that we come to the scene, whatever scene it is, the situation at work, a situation at home, a situation at school. Doesn't matter what the seniors. But we come to the situation, we come to the scene and we've already decided. Something about that scene.

**Speaker 2** [00:03:35] We're not there yet.

**Speaker 1** [00:03:36] And imagine if a detective did that. Like that would be a terrible detective. Like, you know, I know I was, you know, Bob with the candlestick in the.

**Speaker 2** [00:03:44] Library and, like.

**Speaker 1** [00:03:45] You know, maybe it is, maybe it isn't, but that would be a terrible detective, right? So so if you imagine yourself as being a detective of of life, then reality is that thing that you're trying to figure out. And it's all questions. It's not answers, it's questions. Right? It's all questions. And so you approach it. If you approach it with an inquisitive mind, a curious mind, a mind that's trying to connect this little piece of fact or data with this little piece and these two conflict. That's interesting. And, you know, reserve judgment, right? You know, I'll almost, you know, get rid of judgment would be the the better thing to do rather than reserve it. Just get rid of it. Reserve opinion. Reserve your own hubris that you must know or must have an answer. And. Ironically. Here's the great irony. The more you do that, the more you'll be a person who knows things. That's the great.

**Speaker 2** [00:04:48] Irony. The more you know, you don't know stuff, you'll actually start to.

**Speaker 1** [00:04:52] Yeah, the more the memorial know over time. So if you really want to know things, a lot of things and you really want to have a lot of knowledge and be someone that somebody looks to, to, yeah, that guy's pretty nice or that woman's pretty knowledgeable. You know, that's a person who approaches reality in this way and over time. They get good at figuring out reality, you know?

**Speaker 2** [00:05:16] Well, what you said was thinking helps us with bias, helps us reduce our bias. And so is how does that relate to reality bias? How does thinking how Well.

**Speaker 1** [00:05:25] That we got to unpack that a little. Right. Because because our thinking is creating the biases in the first place. So you could say that thinking, yeah, it's very confusing. So you could say thinking is actually leading to lots of biases than it is. But, but if we are more aware of the way we think. And also, you know, anytime we're aware of something, we're also creating the knot thing. So when we're more aware of the way we're thinking, we're also more aware of the way we're not thinking.

**Speaker 2** [00:05:56] I see.

**Speaker 1** [00:05:58] That's kind of again.

**Speaker 2** [00:05:59] Yeah, Yeah. So you're saying. Yeah.

**Speaker 1** [00:06:01] Right. So that awareness actually decreases bias, that awareness decreases bias. So when you're up thinking, when you're thinking at a at a higher level, right? And that doesn't mean like, you know, you're resonating at a different frequency or anything like that. I mean, when you're just.

**Speaker 2** [00:06:21] Because like this one.

**Speaker 1** [00:06:22] Good. Yeah. Like your chakras.

**Speaker 2** [00:06:24] Yeah. Spinal.

**Speaker 1** [00:06:25] Those violent stuff. That was a good movie. Yeah. This one goes to a level.

**Speaker 2** [00:06:30] See, you're much better at that. You don't do accents.

**Speaker 1** [00:06:33] He goes, But that has a different. But he goes to an 11 man.

**Speaker 2** [00:06:38] So you're saying that thinking creates bias, but then awareness of your thinking can help, or do you having.

**Speaker 1** [00:06:43] More awareness of the patterns of your thinking, not just like the literal sort of informational type level thinking.

**Speaker 2** [00:06:49] Right, right.

**Speaker 1** [00:06:50] There's there's thinking kind of at the surface and then there's the structures of thinking that are the patterns of thinking that underlie it and having more awareness of the patterns that underlie and the structures how you're thinking, not just what you're thinking, but how you're thinking and why that thinking is, is proceeding in the way that it's proceeding structurally. That helps decrease bias. It's it's not that you can't teach them to love reality. It's just that it's. It's a little more difficult to teach curiosity and humility than it is to teach sort of the tactical basics of thinking. Right. So, like, you know, I can teach you the tactical ways of thinking pretty quickly, but it might take many life experiences and many humbling. Experiences where you have a reality bias for you to be like, Maybe I should like, be more curious. Maybe I should be. Yeah, maybe I should like, question my own assumptions. Maybe I should like that takes almost experiential wisdom or something like that, but that's just a little harder to teach. And so I always say like. If I could start with anything, I'd start with loving reality. Because if if, if, if I start with loving reality, then I got somebody that's open. They're open, they're there. They come in a state that is kind of humble and they're open to the to the possibilities. They're open to not being right about everything. They're open to having no idea how something works, you know, which is an uncomfortable place for all humans when they don't know what's going on. That's a terrible place. That's why we make stuff.

**Speaker 2** [00:08:37] Up, right.

**Speaker 1** [00:08:38] To fill in. Because not knowing stuff, especially stuff in your realm, in your company and your family and your relationships, when you don't know stuff.

**Speaker 2** [00:08:50] That's like terrifying, embarrassing, terrible.

**Speaker 1** [00:08:53] Nobody wants to be that. But if you're just like, I'm a dipshit anyway and like, you know, who am I to really know things?

**Speaker 2** [00:09:00] I think what you mean is we're human. Yeah, we're just. We're dipshits.

**Speaker 1** [00:09:04] Yeah. I mean, we're. We're. And I think, you know, for me, that comes from the fact that I. I did absolutely horribly. All through school. So I have year after year after year after year of being a terrible student, dropping out of high school, failing out of high school and just being terrible at that, like in the in the realm that is apparently or self-proclaimed as the realm of knowing. Right. Which is school, which is not true.

**Speaker 2** [00:09:34] But for some of this claim. Yeah.

**Speaker 1** [00:09:36] Something you didn't do well at school. But I was saying like I spent so long being the dipshit that the role of dipshit is like a really comfortable role for me.

**Speaker 2** [00:09:47] Ironic. So say you think you know reality and you're in a situation. How does how does this work against you? Not loving reality. Like what? What does that means? And I guess.

**Speaker 1** [00:10:00] Well, there's the famous far side, you know, the classic my favorite confirmation bias is one of the biases. That's the bias that that sort of reader's reality bias. And then right on top of that is confirmation bias. And confirmation bias is that we confirm our own sort of thinking that we look around and we confirm what we already thought. So that there's a great far side cartoon.

**Speaker 2** [00:10:24] Yet.

**Speaker 1** [00:10:24] Far side, I don't know far sides around anymore.

**Speaker 2** [00:10:27] Is it? I have no idea. I mean, I'm assuming I don't.

**Speaker 1** [00:10:30] Think it's really popular with the kids.

**Speaker 2** [00:10:33] The youth, the youth, if we assume.

**Speaker 1** [00:10:35] There's nothing popular with the youth. So.

**Speaker 2** [00:10:39] So it's in the cartoon? Yeah.

**Speaker 1** [00:10:41] The far side was this guy that did all these funny. Yeah. Anyway, the cartoon is these two pilots. So you're looking out the window of the plane. Yeah. And if these two pilots and they're kind of staring into this white abyss and there's a mountain goat and they go, Hey, what's that mountain goat doing way up here in the clouds? Right?

**Speaker 2** [00:11:02] Well, okay, So the so the cartoon is funny, right? Then I think there's a they think there's for.

**Speaker 1** [00:11:08] You.

**Speaker 2** [00:11:08] It's.

**Speaker 1** [00:11:09] Perfectly tragic way right. Because these guys are about to die. Right. Because they want to go is not in a cloud. That mountain goat is on a mountain.

**Speaker 2** [00:11:16] Right.

**Speaker 1** [00:11:16] And they are right there. So, you know, but if you're in that plane. Right. Yeah. What do you desperately want to be true, right? You desperately want to be have something be true so badly that you're willing to sort of like suspend reality, literally suspend reality. Right. That's not loving reality. That's suspending reality. And you're literally going to be like, there's a mountain goat that's in the cloud because we're in a cloud.

**Speaker 2** [00:11:45] Because mountain goats can fly. Yeah, right, right, right.

**Speaker 1** [00:11:49] So that's bad. You know, that's generally what we call in, you know, mountaineering. Bad.

**Speaker 2** [00:11:57] Yeah. I was about I was thinking you probably learned and really came to love this concept of love reality up in the mountains. Because if you didn't love reality, you could get in real trouble in those kinds of situations, right?

**Speaker 1** [00:12:10] Yeah. I mean, I think I learned it at home as a kid, not having a hard the hard some hard times that I learned that if you could get to reality faster, you could adapt faster than everybody around you and that kind of stuff. But but it definitely played out really well in my mountaineering career and as a guide. And it is absolutely what makes it, I think, a great, great climbers and great, great mountaineers and things like that and great guides and yeah is. Not that I was a great mountaineer or climber.

**Speaker 2** [00:12:48] But you were not any more famous for stuff like that about.

**Speaker 1** [00:12:51] The. You know, it was. It's. Being. Open to what's going on in the mountains and not making assumptions, not jumping to assumptions, not you know, the classic place that it happens is when you're reading the maps, believe it or not.

**Speaker 2** [00:13:13] Right. What do you mean?

**Speaker 1** [00:13:14] Everybody, when they're reading the map, when you're on a top, we call them topo maps, a topographical map doing map and compass, trying to find your way like in a whiteout or something like that. Now they have jeeps and things like that, so like cheating.

**Speaker 2** [00:13:28] But.

**Speaker 1** [00:13:30] You know. I. There's very few humans that don't want to just decide like, Yeah, I know where I am. And you're like, There's no way you're there. Like, look around you. You're. They see where they want to be.

**Speaker 2** [00:13:44] Not where they actually know.

**Speaker 1** [00:13:45] Where they actually are. Right. And so you're like, well, if if you were where you say you were, there would be like a mountain right there. Right. Because the map shows a bunch of tempo lines and, you know, there'd be like a big canyon. You'd be standing in a canyon, you know, or you'd be maybe a huge mountain right there. And there'd be three mountains over there. And you're like, That's not what's happening. Like on the map if if you were there. That's not this.

**Speaker 2** [00:14:13] Right? Right. But that seems like a theme for life.

**Speaker 1** [00:14:17] Yeah.

**Speaker 2** [00:14:17] So, like, 100% don't focus on where you want to be, focus where you actually are. So it's just like reality Kitchen Nightmares, right? Where they're about to go under these restaurants. And Gordon Ramsay's like, it's your food. Yeah. Like, no, it's not the food. It's the customers have done this and then they've changed the traffic. That's a.

**Speaker 1** [00:14:35] Great example.

**Speaker 2** [00:14:35] And they have like all these things in their mind, great examples. But the truth is, food sucks their food. And literally, no.

**Speaker 1** [00:14:42] Matter how many episodes of Kitchen Nightmares that I've watched, there's I don't think there's a single episode where Gordon Ramsay goes into that thing, into that restaurant, and he asks them, like how these people are like millions of dollars in debt right there. And they're, you know, you can just look at the place and it's terrible. And and and he's any one of the questions he asks every time is like how's the food? And they go, the food's great, the food's fantastic. That's not the problem.

**Speaker 2** [00:15:08] Is the customer.

**Speaker 1** [00:15:09] It's like people just stop showing up for some reason. I don't know why I like people. And you're like, So it's not the food.

**Speaker 2** [00:15:17] The reality is it's the food.

**Speaker 1** [00:15:19] It's always the.

**Speaker 2** [00:15:20] Food, right?

**Speaker 1** [00:15:20] It's always the food. The food is always terrible.

**Speaker 2** [00:15:24] Right. But then that example is both things like, I don't want to see reality and I'm going to confirm that the reality I'm seeing is reality because I'm going to blame it on to what I want to blame it on to make it the problem. I want it to be right. That's cool.

**Speaker 1** [00:15:39] And we do this all the time. We do this with our kids. We do this with our I mean, it's just a very human thing to do, right? Like, we do it with our kids. We do it at work. We do it with our relationships. We do it with our friendships. We do it with.

**Speaker 2** [00:15:51] Yeah, you know, but if it's such a human thing to do, why is why is such a big deal? Why do we have to worry about it? I mean, if it's sort of natural to do it.

**Speaker 1** [00:15:59] Because it completely kibosh is our life.

**Speaker 2** [00:16:04] That's kind of appropriate because. Because these guys are downside.

**Speaker 1** [00:16:07] The tiny downside is your life gets decimated. Right. The tiny downside is these people are in in millions of dollars in debt.

**Speaker 2** [00:16:16] Right. And without the intervention, they would go under and they would go on in the.

**Speaker 1** [00:16:20] Process of.

**Speaker 2** [00:16:20] Thinking they went out.

**Speaker 1** [00:16:21] They're not in the process of adapting to reality.

**Speaker 2** [00:16:24] Right.

**Speaker 1** [00:16:25] Right. And if you're not adapting, then you're if you're not adapting, you're in the process of dying. Yeah. And that's another thing people are telling you, right? You know, when people die, we think of dying as like, this very, like, instantaneous thing, right? Like you're alive and then you're dead. But dying happens over time. Like you die slowly.

**Speaker 2** [00:16:46] It's a slow.

**Speaker 1** [00:16:47] It's slow. If you watch your parents as they as they end up toward, you know, it takes a long time to die. Yeah, in many cases. Some other times it's not. But just but I'm saying, like, if you're not in the process of adapting, then you're in the process of a die of dying. Yeah. And that's what these restaurants are doing. That's what these, you know, people are doing is they're not adapting these organizations. They're not adapting to reality.

**Speaker 2** [00:17:13] Right.

**Speaker 1** [00:17:14] Right. In reality, you can think of what I say love, reality or reality bias. You could think of a reality like some big philosophical term. I'm talking about like what's happening actually, what's happening on the ground. The real situation, the real relationship, the real whatever. You're dealing with. The real team.

**Speaker 2** [00:17:32] Yeah.

**Speaker 1** [00:17:33] What's happening on the ground? That's what everybody. It's observer worlds, right? You know, tactical.

**Speaker 2** [00:17:38] Well, I was thinking that, you know, depending on my role in life or what I'm doing, that adapt or die, you know, you can see like all these huge companies that are going under. And I would imagine if you sort of did a what's the thing that corners do, not the oxygen or like, you know, the they're.

**Speaker 1** [00:17:59] The after.

**Speaker 2** [00:18:00] Action postmortem postmortem If you did a postmortem on what they didn't die overnight they weren't like a $100 million company and then overnight something was wrong and they died. No, they weren't paid. And reality.

**Speaker 1** [00:18:11] Dies for a little.

**Speaker 2** [00:18:12] While. Right. Exactly. And they weren't learning in this. Right. So they didn't adapt to nobody shops in stores anymore. That's right. Most people shop online. Right?

**Speaker 1** [00:18:22] People don't want late fees for keeping a CD of their movie in the car for three weeks knowing it melt.

**Speaker 2** [00:18:28] Sounds like personal experience that you.

**Speaker 1** [00:18:31] Wouldn't pay like more and late fees them you could have bought the movie.

**Speaker 2** [00:18:35] For it could have actually produced the movie.

**Speaker 1** [00:18:37] Blockbuster. So people under.

**Speaker 2** [00:18:40] There are some 40.

**Speaker 1** [00:18:41] Probably have no idea what I'm talking about.

**Speaker 2** [00:18:44] yeah yeah no.

**Speaker 1** [00:18:46] Blockbuster pics of you know about them but yeah. Is that some. Did you ever go to a blockbuster at 20. What are you, 26. Six.

**Speaker 2** [00:18:56] I don't think we're as old as you think.

**Speaker 1** [00:18:58] Yeah. Look.

**Speaker 2** [00:19:00] I'd like to choose to believe that.

**Speaker 1** [00:19:02] In class I always.

**Speaker 2** [00:19:02] Make movie.

**Speaker 1** [00:19:04] Comments like they're. They're looking at me like, what?

**Speaker 2** [00:19:07] But then you take that dog. It's just me. A reality confirmation bias joke. We're not as old as we actually are. I don't think we're as old as we as you think we are. That's me. That was.

**Speaker 1** [00:19:19] A joke.

**Speaker 2** [00:19:22] People will learn my jokes. Yeah.

**Speaker 1** [00:19:24] They will be the only.

**Speaker 2** [00:19:24] One to do it. That is a terrible piece to me.

**Speaker 1** [00:19:30] No, it's just.

**Speaker 2** [00:19:32] The reality is, I need to face the fact that I am, in fact, not funny.

**Speaker 1** [00:19:36] According to her children, Yes.

**Speaker 2** [00:19:39] Are you going to blame it on that? But surely you don't say to that in my singing. Exactly. I think I'm like. Fabulous.

**Speaker 1** [00:19:50] You're amazing at so many things.

**Speaker 2** [00:19:52] So I want to know how we actually do this. Like, how do we actually learn to. To to be more accurate in how we think about reality? Like, how do we actually reduce our biases? Like, I want to know what I need to actually do.

**Speaker 1** [00:20:09] Okay. So yeah, I mean, those to me, those are really separate questions. Like one is the capacity to be accurate and the other is that the, the accuracy. Okay. And I think if you don't have the capacity to be accurate, then you have no hope of accuracy.

**Speaker 2** [00:20:28] Okay. But what does that actually mean in English capacity.

**Speaker 1** [00:20:30] Meaning you. That's why I say like, I can teach you how to think. Really easy. But if you're not open to the possibility that you could be that you're thinking could be wrong, then it's got to then all the thinking in the world isn't gonna, like, loosen you up to the possibility that you're completely out of your mind. Right.

**Speaker 2** [00:20:53] And I ask you, you know.

**Speaker 1** [00:20:54] That or that, you know, I mean, think of it this way. Like another way to think of it as, like, draw a little draw of fraction, you know, like. Like a numerator and denominator and a fraction.

**Speaker 2** [00:21:05] Yeah.

**Speaker 1** [00:21:06] And at the top, draw, like. I don't know. Right. Sorry. At the at the top drawing. No. Okay.

**Speaker 2** [00:21:13] Yeah.

**Speaker 1** [00:21:14] And underneath that. Don't know. Right. D.K.. Right. Like, that fraction is something on the order of, like, .00000001 or something like that on the top. And then on the bottom, it's like 10000000000.

**Speaker 2** [00:21:32] Right. Right.

**Speaker 1** [00:21:33] So like the amount that we any human, no matter how smart they are, no matter how knowledgeable they are, the amount that we know is so much insignificantly tinier than what we don't know what's possible. Yeah. And just like all the different the complexity of things, if you just understand that basic kind of. Structure. Then. Then you understand what it means to have humility.

**Speaker 2** [00:22:04] And to have the capacity and.

**Speaker 1** [00:22:05] To have the capacity that you.

**Speaker 2** [00:22:07] Need.

**Speaker 1** [00:22:08] If you absolutely know, sometimes you still don't know. You know much.

**Speaker 2** [00:22:14] And yeah.

**Speaker 1** [00:22:15] Yeah. And you don't have to know everything. You just have to get like a little bit of improvement to have massive gains, right? Like just little improvements in your thinking can completely change the way you interact with this reality.

**Speaker 2** [00:22:29] Right.

**Speaker 1** [00:22:29] So. The love reality part is just that. It's just like opening the door and walking in the building.

**Speaker 2** [00:22:37] Right. Right.

**Speaker 1** [00:22:37] It's just it's just being open to the possibility that you're wrong.

**Speaker 2** [00:22:42] Yeah.

**Speaker 1** [00:22:42] Being open to the to the grandeur of reality to, like, how amazing and how big and how complex and how much you know. Like, here's a great example. We know that the world is full of webs of causality, right? Webs of causality, meaning causality. The the the cause of anything is a web of things.

**Speaker 2** [00:23:05] Right. It's not one thing. Right. It's lots.

**Speaker 1** [00:23:07] Of. Yeah. It's on a daily basis. We blame one thing for, like, all effects.

**Speaker 2** [00:23:13] Yeah. Right.

**Speaker 1** [00:23:14] All the time. Which we call kind of linear. Cause, like, there's a cause and there's a effect. Right. But when in reality, there's an effect and there's a web of causes that lead to that effect.

**Speaker 2** [00:23:25] Yeah. All right.

**Speaker 1** [00:23:26] So that's a classic example of, like, reality bias. It's never, ever going to be one cause and one effect. Ever in the whole universe of things. It'll never be. That'll never be right.

**Speaker 2** [00:23:42] Interesting.

**Speaker 1** [00:23:43] So that's a bias that we have that we that we want to have one cause of want effect. And we take that even further right when we when we go, wow. Okay. So that didn't work, you know, And then we go, what if we go to the cause before it and then we do these silly little games like the Five Whys, you know, the why and why? Why? Because the answer to all whys is because the existence one cause. Yeah, right. So then we go back, back, back. And we find the root cause, Right? But it's still linear. Right. And then we're back at the root cause and we're like, the root cause. That's the one we got to focus on, right? So it's but it's still like this very linear system.

**Speaker 2** [00:24:24] Yeah.

**Speaker 1** [00:24:24] Well, that's not the way the universe works.

**Speaker 2** [00:24:26] No.

**Speaker 1** [00:24:27] That's not the way reality works. Reality works in webs.

**Speaker 2** [00:24:31] Right.

**Speaker 1** [00:24:32] Reality works in networks. So anything that comes about is the result of a network of causes. All right. So that's an example of just having the hubris to believe that you can identify the single cause or the single line of causes.

**Speaker 2** [00:24:54] That leads to.

**Speaker 1** [00:24:54] Something, you know, And then and then when you do something with that and you get good results. It looks like. Yeah, I see my mental auto work. That was right. There's confirmation bias, right? But that's just not the way reality is structured. So. So. That's not really a great way to sort of approach reality.

**Speaker 2** [00:25:13] Okay. Yeah. So then how do we improve?

**Speaker 1** [00:25:16] Well, in this case, you just understand that, like, things are. Things are tend to be webs of causes, right? That there's a web of causality.

**Speaker 2** [00:25:25] So you look for more and then look for more than one thing.

**Speaker 1** [00:25:28] You look for the relationships between things. You know, you purposefully look for more than one thing. Right. If you want to solve homelessness, if you want to solve the the the, you know, mass shootings, if you want to solve any of these problems that we have or if you want to solve problems at works or problems in your relationships, you know, like if you're in a relationship who who's going to be the root cause of of of any problems.

**Speaker 2** [00:25:54] You know you know. You know you.

**Speaker 1** [00:25:57] Right. Exactly.

**Speaker 2** [00:25:58] So that it's you it's.

**Speaker 1** [00:25:59] Always the other person that's going to be the record. Well, it's actually a web of causality that's leading it. It's probably your like your your life and your, you know, whatever it is, all these different.

**Speaker 2** [00:26:09] Causes.

**Speaker 1** [00:26:10] And both people, it takes two to tango. So both people are part of the cause. Right. Yeah. That lead to the effect that you're seeing. Right. But we never do that. We always go like, Well, whose fault was this? Yeah. Who's at fault?

**Speaker 2** [00:26:25] We do have a blame. We've got a.

**Speaker 1** [00:26:26] Pretty blame and blame. By the way, blame is a direct descendant of. Of this linear causality.

**Speaker 2** [00:26:34] That's right. Because there's always something at the bottom.

**Speaker 1** [00:26:36] You got to find that thing.

**Speaker 2** [00:26:37] Right. You know, kill that deer.

**Speaker 1** [00:26:40] Punish that dude.

**Speaker 2** [00:26:41] That's a lot.

**Speaker 1** [00:26:41] But if it's a web of causality, you kind of think differently about, well, punishment and blame and.

**Speaker 2** [00:26:47] Justice systems kinds.

**Speaker 1** [00:26:48] Of things.

**Speaker 2** [00:26:49] Meaning there's a bunch of stuff that maybe led to a person in their formative years to become so desperate that they commit crimes. It's not just that they're a bad person or.

**Speaker 1** [00:27:00] Sure not, doesn't mean that they don't need to be held accountable. That doesn't mean I mean we can do another whole podcast. I'm on that kind of thing.

**Speaker 2** [00:27:08] They can do that.

**Speaker 1** [00:27:09] But you know, that doesn't mean that you have to think about it in in very whack a doodle kind of ways.

**Speaker 2** [00:27:17] Right. Technical term.

**Speaker 1** [00:27:18] The technical term. Right. But but it does mean that you have to embrace reality. You know, you have to love reality and understand that. Sure. This guy did a terrible thing. But like. 30 terrible things happened to this guy prior to him doing that thing. That doesn't mean.

**Speaker 2** [00:27:40] That he did that.

**Speaker 1** [00:27:41] He didn't do that thing. Right. Right. And that needs to be dealt with. And sometimes it needs to be dealt with in, you know, harsh and harsh, what we would maybe consider harsh ways. But but but just cutting off reality at that at that moment and saying like, we're just going to look at this in a box. What is that doing? It's just making it so this occurrence, not this guy, this guy is going to go away, but this occurrence is going to happen more and more in society because you're you're surgically removing it from the context, context that it exists. And so you never fix the context, so you never fix the problem.

**Speaker 2** [00:28:20] And that's interesting.

**Speaker 1** [00:28:21] And the context is made up of other players and other relationships.

**Speaker 2** [00:28:25] A lot of factors, all.

**Speaker 1** [00:28:26] These things that we teach and thinking.

**Speaker 2** [00:28:27] Through.

**Speaker 1** [00:28:28] So these are just examples.

**Speaker 2** [00:28:29] But okay, so you were talking about the capacity to be to know you want to be accurate. And then you said it was two things, right? There's the capacity to be accurate. And then the way you become.

**Speaker 1** [00:28:42] The sort of tactical accuracy.

**Speaker 2** [00:28:44] Yeah. What about that part?

**Speaker 1** [00:28:45] You know, that part is, is it we. It's very simple in one sense. You just have to practice. That's the hard part, right? It's easy in the same way that that yoga's easy or the same way that weightlifting as easy, right? Yeah. Doesn't mean that it doesn't take effort. It just means it's not terrifically difficult to figure out.

**Speaker 2** [00:29:07] Right. Right.

**Speaker 1** [00:29:09] And so, you know, there's there's these four patterns. These are and p distinction systems, relationships and perspectives. These are made up of identity and other S's are made up of part and whole relationships are made up of action reactions. And then perspective is made up a point of view. And then those things interact with each other. And that's like what your brain's doing all day long, right? If we learn those things and you learn what we call 483, the four patterns DSR and P, that the elements which I just said part whole point of view, action, reaction, I gather the other. And then the three dynamics, the dynamics tell you how they work together. And if you learn those things and you understand the sort of complexity of of how those things work together, then you suddenly will start to see patterns in the way you think and you'll start to see that, you know, even though I'm thinking about a plant. And then I'm thinking about a piece of art. And then I'm thinking about a water bottle. And then I'm thinking about a situation at work. And then I'm thinking about a situation at home. Yeah. And on the surface, those are all different. A situation at work? Yeah. It's not a situation at home, right? A plant is not a piece of art. A water bottle is not a situation at work.

**Speaker 2** [00:30:30] Right. They're all different.

**Speaker 1** [00:30:30] They're all different. So on the surface, we would never see those things as being similar.

**Speaker 2** [00:30:35] Right.

**Speaker 1** [00:30:36] But underneath your brain is processing information in in the same way about work, about home, about the water bottle, about the plant, about them.

**Speaker 2** [00:30:47] So what you're saying is you can be thinking about a bunch of different things, but the way you think about them is the same.

**Speaker 1** [00:30:53] It's the same, right? But but we miss that because we often just see the surface. And at the surface, a plant is not a piece of art or a plant is not a water bottle. Right. A a work situation is not a home situation. That Bob is not Sally, you know. So we we go I had a conflict with Bob. And then later on, I had a conflict with Sally. And then later I had a conflict with Pete. And you're like, well, Bob is not. Sally is not Pete. So these guys are assholes. Right. You know, like but there's a common denominator.

**Speaker 2** [00:31:27] It's not the food stopper from 120.

**Speaker 1** [00:31:33] So we look for patterns.

**Speaker 2** [00:31:34] Yeah.

**Speaker 1** [00:31:35] And these patterns are these patterns of organization. How am I organizing this conflict? How am I organizing this conflict? How am I organizing?

**Speaker 2** [00:31:42] Yeah. Like when you say autonomy, like, how am I thinking about it?

**Speaker 1** [00:31:46] Yeah. And how is my thinking driving behavior? Right. Right. How is my thinking driving what I'm doing, Why I'm doing it, Why I'm taking things personally over and over and over again, or why I. You know.

**Speaker 2** [00:31:58] Yeah.

**Speaker 1** [00:31:59] Any of the many things that humans.

**Speaker 2** [00:32:00] Well, it sounds like.

**Speaker 1** [00:32:01] As silly human tricks.

**Speaker 2** [00:32:03] It sounds like what you're saying is if you combine the capacity, the capacity to be accurate and the skills to increase accuracy, I mean, in English, I think what you would say is So you think something, right? I think X and I think X is that my version of X is the real like, that's reality. But what you're saying is I have to be open to the fact that I could be wrong about X and this and that. The way that I can better understand or get X to be closer to the real. The reality is to start to question X, like, yes, what I'm thinking. And so I can think about what are the distinctions I'm making, What perspective is my taking, right? How am.

**Speaker 1** [00:32:49] I, how am I breaking X apart into parts? Yeah. Am I sure that that's how X actually exists?

**Speaker 2** [00:32:55] You know, what are the relationships?

**Speaker 1** [00:32:57] Yeah. You're kind of interrogating your thinking. Yeah. And the only thing I would say is, like, you might be wrong about X, You're most definitely wrong about X. Like, if you if you consider wrong and percentages rather than black and white. Like I'm either wrong or white. Wrong or right. Yeah, right. So that's binary thinking like I'm either wrong or I'm right. Yeah. It's not about you're either wrong or right about X. You're. You're some percentage right about X and you're some percentage wrong about x. Right. And what we want to figure out is how. Yeah. How wrong are we? How right are we? And the way we figure that out is getting feedback from reality. So we we test things out. We got a lot. I think it's.

**Speaker 2** [00:33:41] This, right? I think.

**Speaker 1** [00:33:42] She's mad.

**Speaker 2** [00:33:43] At me. Yeah.

**Speaker 1** [00:33:44] So how. How could I possibly find out if you're mad at me? Right. I could go ask. Are you mad at me?

**Speaker 2** [00:33:50] I wouldn't tell you.

**Speaker 1** [00:33:50] Right. You know, I could. I could. I could find ways to get back to confirm or deny my. My thinking. Yeah, you're definitely wrong about X. There's a there's a great statistician named George Moss who said all models are wrong, but some are useful. And, you know, like all models, statistical models and all mental models, all of our models are wrong. But but some of them are super useful. So we want to figure out how useful is this model that I have this way of thinking or.

**Speaker 2** [00:34:23] Like how close to reality, How.

**Speaker 1** [00:34:25] Close to reality is it? And so in order to do that, I have to feedback against reality.

**Speaker 2** [00:34:30] Meaning you're getting more and more information. Yes. Into your thinking, and then you can change the way you're thinking about it. Is that right? Yeah. And so you're getting closer and closer.

**Speaker 1** [00:34:39] Yeah. So reality bias is really approaching X with the acknowledgment. That you're for sure wrong about X, You're for sure.

**Speaker 2** [00:34:51] Not to a.

**Speaker 1** [00:34:51] Degree. To a degree. That's for sure.

**Speaker 2** [00:34:54] Sure to swallow.

**Speaker 1** [00:34:54] Yeah, I think people have trouble with that one, but.

**Speaker 2** [00:34:57] Yeah.

**Speaker 1** [00:34:57] You're for sure you're definitely not right about access to a degree.

**Speaker 2** [00:35:01] 100%. Yeah.

**Speaker 1** [00:35:02] You're definitely.

**Speaker 2** [00:35:02] 100%. You're not harmed though. Me I'm like, Well, maybe. Yeah, let's be real. You have love reality on t shirts, you have it on headbands, you have it on the gym wall. I mean, you're pretty pretty dogged about loving reality because people just assume reality. They know reality.

**Speaker 1** [00:35:20] And I would I would just, you know, maybe we can wrap with this is like the the the reason that I'm committed to it is is just because it's so useful to me. It's so useful. The the the thing it does for me is it makes me. Pause. It makes me. Sort of go, Wait a minute. Am I am I right on this? Yeah. You know, in my head. And and I think a lot of people are kind of like, fire. Ready, Aim.

**Speaker 2** [00:35:55] Yeah.

**Speaker 1** [00:35:56] Right.

**Speaker 2** [00:35:56] That's right.

**Speaker 1** [00:35:57] And a lot of organizations and a lot of teams and a lot of leaders. It's fire, ready, aim. And and that's you know, I'm all about action. I'm all about, you know, get it done, that kind of thing. But. There's nothing actionable about fire. Ready, Aim. Right. That's. That's not the kind of action we want.

**Speaker 2** [00:36:17] So that's not smart.

**Speaker 1** [00:36:19] When we when we have an awareness of reality, bias and a commitment to that, to loving reality. I think what it does is it just it opens up that reality's like this cool question mark. And I'm like, How do I answer that question? How do I how do I figure it out? And my disposition changes because that's a question mark, right? That's that. That dispositional shift is what makes it so powerful. Because then I'm like. Then I'm in, like, thinking mode than I'm in, like, figuring things out mode. Getting feedback.

**Speaker 2** [00:36:57] Yeah. Yeah.

**Speaker 1** [00:36:58] I mean, I'm open minded and I'm in detective mode. I'm trying to figure it out rather than being like, Well, here's my opinion and this is the way it should be and this is the way it is. And, and if I don't get it my way, then you guys are all wrong and blah, blah, blah. And that's just like that's like, you know, I don't know what it is. It's closed. That's not helpful. I don't I don't experience problem solving in a powerful way when I when I'm in that mode. Yeah. In that closed mode, I don't experience decision making in a powerful way. So love reality's kind of like you just. It's the way you enter the room.

**Speaker 2** [00:37:38] That's what I think is what makes you present. Yeah. It makes, you know, I mean, that's one thing I always say about is that you're, like, incredibly present and horrible. And I think it's because the past.

**Speaker 1** [00:37:47] Or future.

**Speaker 2** [00:37:48] I know, I think, is because of that. Yeah. Because you're sort of embracing every bit of reality that you know and don't know. And you're always open, so. Interesting.

**Speaker 1** [00:37:58] There it is.

**Speaker 2** [00:38:00] See you. Thanks for joining us. We'll see you next time.