**Episode #34**

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

**Speaker 2** [00:00:06] How you doing? I'm doing awesome. Another day.

**Speaker 1** [00:00:09] Another day.

**Speaker 2** [00:00:10] We have been telling people a lot to just see these ideas of systems thinking all around them, look for distinctions, part whole systems, see relationships, take different perspectives. But I have a little challenge for you today. We probably hear a lot of things that actually are very related to the things we're talking about. But maybe people don't make the connection. So for example, things like sayings, we hear of like. forest for the trees.

**Speaker 1** [00:00:41] You want to talk about force for the trees?

**Speaker 2** [00:00:43] I want to talk about like funny little sayings that we all hear every day that are little windows into actually when we're making a distinction or when we are seeing a part whole system. Come on, that's fun.

**Speaker 1** [00:00:55] yeah that's a fun thing like popular sayings sayings yeah that are systemy in systems thinking or that type of thing okay and the one

**Speaker 2** [00:01:05] Because you said to me yesterday, see the forest for the tree.

**Speaker 1** [00:01:07] Yeah. Yeah, that's a pretty popular one.

**Speaker 2** [00:01:09] I was like, what the hell does that mean? But then I thought about it, and I thought, I'd get you on camera and make you explain it.

**Speaker 1** [00:01:15] Yeah, so see the forest for the trees is really part whole, right? The S in DSRP, it's about, really people should say, see the forests and the trees, because we don't want to see the forest or the trees. We don't wanna see just the trees we don' want to just the forest, we want to both. And by the way, the tree is its own form of forest, because it's a whole system ending up itself, every tree. Um, so it's like a forest. So the part is a hole and the hole is part of a larger hole. The forest is part of a larger forest or a larger ecosystem. And so see the forest for the trees is really just trying to get, encourage people to zoom in and zoom out. That's one of the moves that we've talked about a lot on the podcast to zoom in and zoom out, zoom in, see the trees, zoom out see the forest, but then zoom out and see the you know, the national park that the forest is a part of and the ecology that it's a part of and zoom into the tree and see that, wow, there's whole, you know just the bark alone is a whole ecosystem at a micro level. So seeing the forest for the trees just kind of is a euphemism for part whole, zoom in, zoom out.

**Speaker 2** [00:02:33] It is, but also, as you were explaining it, what's cool is it's not just a euphemism for that. It also reminds you that anything that you see as a whole can have parts. And anything that is a whole is also a part of a bigger whole. So like forest trees, like you're saying national park.

**Speaker 1** [00:02:52] and anything that's a part is a whole that has lesser parts. You know, one of the things, if you go down into the jungle or something like that, you realize that these, you know, you get these huge trees that go all the way up into the canopy and you realize this tree itself is a hole ecosystem, right? And every tree is like that. Every tree is a little mini ecosystem. And so you start to see, when you think in these terms, this zoom in, zoom out, part, whole, structure, systems, terms, the S and DSRP, you start to see you could take one little square inch of your skin, and if you zoomed in on that, you would see that there is a whole ecosystem living right there on that skin with microclimate and. literally, with microclimate. There is microclimates at the surface of your skin. And if you zoomed in on that, you would see this ecological system, forest and trees. In fact, we used to play a game that was actually, I got it from Richard Feynman, that was the great physicist. we used to play the game with his kids. He played this game with kids, and we played it with our kids. I remember. Where you got them to imagine, so you tell them, oh, there's this cave, and there's cold wind coming in, and then warm air going out. This is usually at bedtime. Yeah, yeah. And the kids would be trying to figure out what it is, and then they'd realize, oh, it's the dog's mouth.

**Speaker 2** [00:04:33] Oh yeah, I remember you said like, stalagmites or stalactites.

**Speaker 1** [00:04:37] Yeah, stalactites or stalagmites, yeah, if they're going down or up, and so we'd talk about like the shag carpet, or you know, and it was like this forest of trees that were bendy and purple or something like that, right?

**Speaker 2** [00:04:51] Wacky things our kids will remember.

**Speaker 1** [00:04:53] Yeah. And the kids would figure out, you know, before bedtime, they'd figure out like, what is it? What's he talking about in the room kind of thing? That's right. That's just training young people and any age really training yourself to, to sort of see at a different scale than the one that you're at.

**Speaker 2** [00:05:11] Well, and then you take things like, look at the big picture. Well, that's telling us to zoom out. And then you've got things like oh, devil's in the details. That's a popular one.

**Speaker 1** [00:05:22] Yeah, that's kind of about like, you didn't zoom in enough, right? The devil is in the details. That means you didn' zoom in enough, and so that's zoom in, zoom out. And, you know, that sounds like really simple, but like, like we've said before in our research, people don't do it, right, very few people zoom in and even less people zoom out and it's really critically important. In fact, in science, there's these two things called Holism and reductionism which pretty much characterized the whole gambit of all of the sciences, you know, that people are kind of being reductionistic or splitting, you now, so we call them splitters. Sometimes we say that in science, there's really just two kinds of scientists. There's splitters, those are the reductionists who are breaking things down, breaking those things down. Breaking those things out. And then the holists who are lumpers. that are lumping stuff together, lumping together, going bigger and bigger. And what I've always said is, we need kind of a new kind of mind for the new science, which I call a splumper, which is a lumper and a splitter, somebody that can do both, it's an and both person. So for hundreds of years, we've been arguing as scientists, should it be wholism or should it reductionism? And it's kind of false. It's a false choice. It's and, and both, the genius of the and, both, rather than the sort of tyranny of either or. That's right. So these quotes, these euphemisms are just ways to get us to remember that these are, although seemingly simple, part whole, pretty simple idea, just really important, and we don't. even when we remind ourselves we don't do too well at it.

**Speaker 2** [00:07:18] Well, that's funny. It's funny to me because we hear these sayings all the time. People say them all the time, but I wonder if they're almost sort of superficial in a sense that it's like when you say, look at the big picture, I mean, you kind of know what you mean, like zoom out, but we don't really know that we don' usually do that. So we've created this saying to remind ourselves, Hey, go up a level, like see something bigger than what you're talking about, meaning you're being too small-minded or too narrow in your focus. but I don't know that people would automatically connect that to a statistical weakness in their thinking. Yes, absolutely. That they don't absolutely know that necessarily.

**Speaker 1** [00:07:55] And that's why I love part whole that, you know, because part whole is this really dynamical relationship and it's also clueing you into every part is a whole and every whole is a part. So you have the part whole relationship, but you also have every whole as a part and every part as a whole. And then you have this algorithm for fractals, right? Which is that you can see the whole universe kind of in this fractal way. And no matter where you are. You know, like you can think bigger picture. Well, bigger picture from me is family, you know, town, society, state, you know, society in a country, society. Whatever, you know, that's bigger picture, but what if your bigger picture from from, you know, one little square inch on a tree? Right. You know what if you're bigger picture from an atom, what if you're a bigger picture from a molecule, what if your a bigger picture from. from an organism, there's bigger pictures all the way up and there's littler pictures all the way down from 10 to the minus 32 to 10 to 27th or something like that. Just huge, huge numbers. You're such a nerd sometimes. I'm sorry.

**Speaker 2** [00:09:12] I like it. I like

**Speaker 1** [00:09:14] That's the scale of the universe from strings, strings to, you know, metaverses.

**Speaker 2** [00:09:21] Yeah, and I think in an interesting twist of fate, we maybe have come up with these sayings to sort of remind ourselves of things that we don't tend to do. I mean, you think about things like, you are the weakest link, right? A chain has its weakest link.

**Speaker 1** [00:09:35] Yeah, my football coach used to say that all the time.

**Speaker 2** [00:09:38] Oh no, I hope it was saying it to you.

**Speaker 1** [00:09:40] No, no, not to me. No, sometimes I think he probably said it to me, but no, we're only as strong as our weakest link, obviously that's kind of a team saying, which is a systemic relationship issue, right? Like you say you've got this strong chain and you've gotta all these strong bonds, but inevitably, if you look at the chain as a system, then really what's the most important is that you have some. some level of quality of all the links that you can't have all these strong links in one weak link or the chain is essentially worthless.

**Speaker 2** [00:10:16] Right, and that even though the chain is made up of many parts, it's the strength of the connections or the links that make the difference.

**Speaker 3** [00:10:24] Yeah. Right.

**Speaker 2** [00:10:24] Right, which I think is true of a lot of things that we think about.

**Speaker 3** [00:10:27] Absolutely.

**Speaker 2** [00:10:28] Let me think about things like a friend of mine said the other day, a rising tide lifts all boats, right? Yes. So there's a connection there. Yeah. I think a lot of times, we fail to see the importance of the connection. We focus on the things rather than- A hundred percent. You know, the connections with Hundo P. That's the new thing.

**Speaker 1** [00:10:51] Thank you.

**Speaker 2** [00:10:52] You know, like, so why? Why do we focus so much on the stuff rather than on the way that stuff's connected?

**Speaker 1** [00:10:58] I think it's because we see this stuff, and we don't see the relationships, right? And we're very visually oriented, our cortex and all that. We're very visual organisms, right. that's a powerful way that we perceive things is through vision. And unfortunately, relationships are not tangibly visualized in nature very often. We don't see them very often, you know, how do you visualize a relationship? Actually, a great designer, Edward Tufty, one of his books, he's trying to visualize a relationship that he's got this blurry kind of picture of a dog jumping into a lake with the splash, right? So he's trying to visualize the dynamical thing that's happening. It's actually hard to see relationships, literally see, not see with the mind's eye. But, and so because of that, we, we tend not to see the interconnectedness of things. We tend not connect the dots.

**Speaker 2** [00:12:04] Oh yeah, connect the dots.

**Speaker 1** [00:12:05] Another euphemism for, you know, we have to connect the dots. We tend not to see the web of causalities. We tend to see, you now, this thing causes this thing, which is a very limited way to see causality.

**Speaker 2** [00:12:18] So I think we should stand stop on connect the dots for a minute.

**Speaker 1** [00:12:23] Yeah, that's a very popular saying.

**Speaker 2** [00:12:25] It's a very popular saying about a lot of stuff that really matters, like the connection between, I mean, big stuff, like polarization and the health of our society, between lobbyists and the healthcare industry and mental health. I mean I've heard it a lot in the last few weeks, I would say, on the news and podcasts and things, people are like, well, we see all these things, but we're not connecting the dots.

**Speaker 3** [00:12:55] It's huge.

**Speaker 2** [00:12:55] It's like these sayings are all trying to remind us, hey, pay attention to how things are connected because if we don't, we're not really seeing the reality of how they are.

**Speaker 1** [00:13:09] Yeah. So for example, the moves that we've talked about again on the podcast, and then our trainings are all about the part party move is literally connect the dots. That's what it does. That why it's a powerful move. So you're, you're literally sort of saying, how are the parts connected? How are they interconnected? And, and if we don't do that, then we, we won't understand systems. I mean, it's, it, it that simple. You just won't the system if you don't understand how it's connected and connected yeah and And so part party, and then the next move, the RDS barbell, which is zooming in, relationship zooming, essentially, zooming in not just to the things, but zooming into the relationships and looking at the parts of the relationship. That is, those two moves together give you everything you need to know about the interconnectedness and the dynamics of a system. First, you got to see the connections, see how the dots are connected, and then you've got to zoom into those relationships, those connections, and see what's inside of them, because what's in side of them is that's where all the action is in a system, is in the relationships. Yeah. Not all the actions, but a lot of the actions.

**Speaker 2** [00:14:28] Well, yeah, I mean, the most recent example or a really an example that most of us can relate to is we're always thinking about the relationship between our nutrition, our exercise or our movement and our sleep, right? So people say if you want to be healthy, if you want to lose weight or just

**Speaker 1** [00:14:48] 17

**Speaker 2** [00:14:48] have more energy that it's some people will say it's it's about what you eat and some people will say well it's whether or not you're moving every day or exercising and some people will just get more sleep but the truth is those three things have such a connection to each other that if you're not paying attention to how they're related you're You're not actually going to crack the problem or solve the problem.

**Speaker 1** [00:15:13] Yeah, and I think we're doing this all the time. We're constantly isolating things and creating these either or options. And it's inevitably in science, if you look at the history of science, every either or option that we've argued, every false choice that we have been given, it turns out inevitably to be both and both. Is it nature or nurture? Well, it's both. Is it behaviorism or cognitivism? Well, its both. You know, so it's. It's a, you know, is it positive or, or, you know, realistic kind of psychology as well. It's both, you need a little bit of realism in there. And also there's tremendous benefit in being in positive psychology. Right. So It's both, and we need to be able to take these different things and connect the dots. Yeah. And in my own kind of longevity and health journey that I've been on, I've really spent a long time trying to sift through all the morass and all that, because there's so BS out there. that you have to sift through. There's just tremendous misinformation. And I've been able to zero in on about 12 things. I call them the 12 gets. That's right. All interconnected. So it's not just those three things. Those are three of the 12. But according to research and based on what I've been able produce from the different people that are researching all these different areas, these 12 gets are really important.

**Speaker 2** [00:16:54] I think about these last two sayings about like reminding us to make the connections, but then there's also things like the butterfly effect and six degrees of separation where people think everything is connected, but I'm not sure if I'm understanding those things quite right.

**Speaker 1** [00:17:10] Yeah. So six degrees of separation is just the connectivity of networks, right? So it's the Kevin Bacon rule. So that's again, how networks are, how they're connected and how many jumps it takes to get from any person to another person in that network. And it's also called the small world's problem. So that again, it's about how networks are connected and how we can create. in big networks how we can create the feel of small worlds, right? So in a world as big as eight billion people, it's kind of hard to imagine that it's such a small world that every person is connected just by six hops. But somewhere in that vicinity is the truth. So that's what we mean by a small word. It's like the way that these long bonds cause the network to have different dynamics. and cause a big world to seem relatively small, like the Kevin Bacon effect. And then the butterfly effect is a little bit different. That has more to do with chaos and what's called sensitive dependence on initial conditions. And that just means that the way that a system sort of evolves can be super highly sensitive on the very tiny changes in the way that the system started.

**Speaker 2** [00:18:39] But people always say if a butterfly sneezes somewhere, then there's going to be a tsunami somewhere. They say these things.

**Speaker 1** [00:18:46] It's not that there's going to be, it's that something that small as the original thing could lead to something that large, right? Interesting. So it's just saying that the initial conditions, the way a system starts, could be a fraction of a micron off, and so this system's gonna start here, and this system is gonna start there. those two systems could end up dramatically in different places at the macro level, just from this tiny little difference.

**Speaker 2** [00:19:23] Right, I'll wear this.

**Speaker 1** [00:19:24] So it's kind of getting at very small things at the original condition could lead to very big differences

**Speaker 4** [00:19:30] This episode is sponsored by Training Camp, the ultimate online spot for building the mental fitness that drives personal and professional change and success. At Training Camp you'll have access to the science and practice of thinking with personalized thinking assessments, tiered training, and best of all, practice that improves skill. Go to CabreraLab.org to learn more. And now, back to the episode.

**Speaker 2** [00:19:59] Somebody said to me the other day, oh, you're just splitting hairs. Also, there's things like you've got to draw the line, right? I have to protect the boundaries, my boundaries. And those all things are related to distinction.

**Speaker 3** [00:20:15] Right.

**Speaker 2** [00:20:16] and making sure that there's a clear differentiation between one thing and another. I think sometimes people say those things when actually the boundary isn't clear. So they're like, oh, well, you've got to really draw the line. You've got find the boundary, because whatever's happening in that conversation is muddled or the fuzziness of a boundary.

**Speaker 1** [00:20:42] Yes. So statements like splitting hairs, for example, I mean, they're all, like you said, they're are all identity, other distinctions, right? But what that kind of statement is getting at is what is appropriate for the situation? What level of distinction making is appropriate for the situations? Right. So it actually has a little bit of perspective. So if you're accused of splitting hairs as a saying. Right, but I mean, if you were, then what's being said is, for this given situation, from this perspective, in a sense, that level of distinction-making is unnecessary. Whereas in another situation, perhaps that level of distinction making would be necessary. And that's always a very difficult, ironically, boundary to figure out, which is to what degree do I need to distinguish for the given challenge, problem, situation, system, whatever, you know, how fine grained do I have to get? And I'll often use the example of a machete or a scalpel. Right. Sometimes you're at the very beginning of something and you're kind of that machete level distinction making. Right. Because you're there's no trail. Yeah. You're you're you standing at a forest that's like this, you know, and that's machete and you were just hacking away at it and you're trying to build a place where you can step. Well, eventually that that becomes a trail and then maybe you're doing you know shovel level stuff and then pretty you know eventually you to get down to. scalpel level stuff, but where people use these kinds of sayings is, is I'm using a scalpel in a jungle, right? Or I'm using a machete in surgery. Yes. Yeah. You know, so those are, that's a, that a distinction error if I'm using a Machete in Surgery or a scalpel and a, in a Yeah.

**Speaker 2** [00:22:46] So it's interesting, the whole machete versus scalpel thing. And I get the sense that a lot of these kinds of sayings that we have are almost a subconscious sort of intuition that something's wrong with what we're doing or the way we're saying something in a conversation, right? It's like you're just splitting hairs means you're really just going too far in a finer and a finer distinction than is necessary. for this conversation. And I hadn't thought about that before, actually, in terms of that particular saying. I just thought it was sort of almost sort of a defense mechanism in a conversation or.

**Speaker 1** [00:23:29] Yeah, it's weird because splitting hairs, I think, is almost always kind of a pejorative expression, right? You're saying something negative. Yeah. But I mean, there could be a situation where you would say, Hey, we really need to split some hairs here.

**Speaker 2** [00:23:43] Right, which means we need to think deeper about what we're actually doing.

**Speaker 1** [00:23:46] And sometimes, ironically, this is another hair euphemism, but it's, you know, we should go over this with a fine-tooth comb. Oh, yeah. Right, so that's making, you know, making more distinctions, essentially. Making distinctions out of distinctions. Distinguishing even deeper down into that thing.

**Speaker 2** [00:24:04] Yeah, and you also refer to something in that conversation, fine-grained verses.

**Speaker 3** [00:24:13] horse green.

**Speaker 2** [00:24:14] I wonder if we should talk about that a little bit more when you're talking about an identity-other distinction. What is a fine-grained distinction versus a coarse-graining distinction? Yeah.

**Speaker 1** [00:24:23] This is used all the time in science. You're always trying to figure out the unit of analysis or something like that, and that requires coarse graining or fine graining, or coarse or fine grain distinctions. It's always going to be situationally dependent, right? It's going to always be from what perspective are we coming from, and what are we trying to solve, and what we are trying to do. But I mean the simplest way to think of it is, If I go core screen Say I'm looking at a bunch of apples and oranges and things like that, right? If I go coarse grain, I could go fruit, so we can go fruit level. Well, fruit is coarse, right, because lots of things fit under fruit, right. But if I zero in, then I might say apples and orange and bananas, and that's a finer grain. But then I could say, well, there's Macintosh and Honeycrisp and Braeburn, right? And I'm sure there's a million kinds of oranges, too. But even that's kind of interesting, right, like I would imagine. I could be wrong on this. This would be an interesting study. And why is it that people probably know more fine grain apple varieties than orange varieties?

**Speaker 2** [00:25:45] Yes, but that might be because...

**Speaker 1** [00:25:48] And why is that?

**Speaker 2** [00:25:49] I think there are many more, I think many more types of apples because people have been able to take a quality of one apple and another and then just sort of genetically.

**Speaker 1** [00:26:00] Yeah, but we can do the same with oranges. So why is that? Why is it that we have, that literally in our supermarkets, we have 20 different kinds of apples?

**Speaker 2** [00:26:11] And two, three.

**Speaker 1** [00:26:11] And two kinds of oranges, you know, I'm sure I'm quite certain that there's many kinds of oranges, but

**Speaker 3** [00:26:18] Yeah.

**Speaker 1** [00:26:18] I bet if you polled people on the street, very few of them could name ten types of oranges.

**Speaker 2** [00:26:27] There's 400 varieties of lunches.

**Speaker 1** [00:26:29] Four hundred.

**Speaker 2** [00:26:30] of oranges? How many apples? 7,500.

**Speaker 1** [00:26:37] 500 types of apples and 400 types of oranges.

**Speaker 2** [00:26:40] That's crazy.

**Speaker 1** [00:26:41] But you know, so that's an example of fine graining, right? Like, you know so, and I think what DSRP reminds you of is that's always true. That's always truth. You can always bet on that being true. That if you find somebody, I guarantee you, if you found somebody. whose job it is. kinds of pens. That they have distinctions that you've never heard of before for what this edge is called and what the standards or the specs are for that, for the different types of liquid that go into the ink and the fiber that goes into the end of this tip. I mean they have distinctions for all that stuff. I don't know what they are, but I guarantee you if you talk to somebody whose job it is to design these, you know. They know. So every single thing that you can think of has a fine-grain world that's equivalent to 7,500 types of apples. And then there's experts on one of those types who's the world expert on one those types of apple. And that person knows more about that and is making so many fine-grained distinct distinctions around that type of apple? is true about everything and DSRP kind of predicts that being true and helps you realize that that's true.

**Speaker 2** [00:28:08] Which means you can always be looking for more if it's important at that moment to look for more. You can also, if it is helpful, you can go up the level to fruit, because if the conversation is not really about different types of fruit, but it's at the fruit level, you can you can up there and stay at that level.

**Speaker 1** [00:28:27] Yeah, in fact, sometimes we'll say, when people are conflicting, we'll say, go to the fruit level. Like go, if you're conflicting at this level, try to go up, up some number of levels until you no longer conflict and then, and then you'll understand something about where the conflict lies, right? Because somewhere, somewhere at some level change, you're conflicting, but then if you go one level up from that, that level, you're no longer conflicting.

**Speaker 2** [00:28:56] Wouldn't that be amazing?

**Speaker 1** [00:28:57] So we always say, go to the fruit lab.

**Speaker 2** [00:28:59] Which means find that place of commonality first and then drill down and figure out where the disagreement is. And sometimes we think that we're disagreeing at the fruit level, but we're actually disagreeing at a part of one fruit, you know, and that's why I think we miss each other so much in conversations.

**Speaker 1** [00:29:19] most of the really the worst arguments happen, I'm gonna use a metaphor here, between like Gala and Braeburn apples, right? Yeah. You know, they're just like, you're not a Gala, you're a not a Braeburne. And you're like, dude, you are both apples, man. You're literally both apples. You just answer for one time. Can you just take it easy? You're making applesauce all over the place. That's what happens with Apple Wars. So, you know, that's where the fights happen. The fights happen between people that are more alike, right? More alike than different.

**Speaker 2** [00:29:55] You can imagine a game of risk, of fruit wars, and apples would just dominate because there's 7,500.

**Speaker 1** [00:30:02] Yeah, or like a whole Star Wars trilogy that is all about fruit. But what's really interesting along these lines, splitting hairs, is when I think of an apple, I don't think of apples. I think a fiber.

**Speaker 2** [00:30:15] That's it, that's wacky.

**Speaker 1** [00:30:16] Yeah, because for me, when I eat a lot of protein, meat and things, and I need fiber to process those. And so I'll often feel like, oh, I need an apple or popcorn or something as fiber. So I don't even think of those. That's like fruit level, right? I'm going up to these are just like how your body kind of interacts with these things.

**Speaker 2** [00:30:40] You're like the nutrient.

**Speaker 1** [00:30:42] Nutrient level

**Speaker 2** [00:30:43] kind of level.

**Speaker 1** [00:30:44] So it's a form of distinction making that's kind of machete level or whatever.

**Speaker 2** [00:30:48] That's really interesting. So that was a perspective that you were taking on apples, which is fiber content. Well, not just fiber content, but their relationship to processing protein and other kinds of things. So there you have it. I told you, nutrition, exercise, sleep, the three biggest things that we've.

**Speaker 1** [00:31:06] Well, there's 12, but...

**Speaker 2** [00:31:08] 3 out of 12.

**Speaker 1** [00:31:08] Those are three really, those are three of the 12 things that you need to get more of.

**Speaker 2** [00:31:14] The only other ones that I have sort of a little curiosity about are things like...

**Speaker 1** [00:31:20] Ones meaning sayings.

**Speaker 2** [00:31:21] Sayings. Yeah, back to sayings. I know we're doing popular sayings, just in case you forgot because we're going all over the place. Oh, which is fine, that's how it is. Is things like, think outside the box. Yeah. Well, people say that all the time.

**Speaker 1** [00:31:36] That's a distinction thing, right? You're just expanding the domain, basically. You're expanding where the boundary is, right. So thinking outside the box is just sort of saying, like, there's a box. That's the boundary that we've been stuck inside of. We're just going to make a bigger box, essentially, or think outside the Box.

**Speaker 2** [00:31:56] You have to see more than that box, so you have to take maybe even a different perspective. Like you took a different perspective on Apple. So you're kind of thinking outside of the box about apples because you're thinking about it from the perspective of fiber.

**Speaker 1** [00:32:06] Absolutely. Yeah, I mean any time we're changing distinctions, we're shifting perspectives. I mean, that's why these things are so dynamic in the human mind is that you're not just changing a distinction. And that goes back to our, you know, the episode that we did on buckets. But you know you're just changing a distinction. You're changing a relationship and the distinction changes. You are changing a perspective which cascades into a shift in your distinction making. So these things are massively dynamic. So thinking outside the box requires both a perspective shift, a distinction shift, that type of thing, and it creates a part whole because now you have a outside and then that contains the box.

**Speaker 2** [00:32:53] One of the ones that my mother used to say to me a lot that really stuck, and I think it impacted me quite a bit, was she would say, walk a mile in that guy's shoes, or put yourself in their shoes. She would say little things like that. Or she'd say, imagine what it's like to be Johnny. So she was always trying to sort of.

**Speaker 1** [00:33:13] Who was Ronald and Johnny?

**Speaker 2** [00:33:15] Sometimes Johnny didn't have friends or Johnny did something bad

**Speaker 1** [00:33:18] Johnny's just a regular.

**Speaker 2** [00:33:20] Johnny is just like Bob, it's just a name I made up. But you know, there's always somebody that's sort of, for some reason has upset you or caused a problem and you're like, well take their perspective for a minute so you can have empathy or you can understand the situation a little differently. And it was just sort of one of the biggest memories of my childhood, she would say those kinds of things. So much so that at one point when I was about, this might be too random. It must have been six or seven. I stepped on an anthill by mistake, and for a minute I thought about all those little ants getting crushed by my foot, and I literally started to cry. And she's like, what's wrong? I'm like, I just cried. You know, I was crying. I said, I can't imagine, like, I didn't mean to, but I felt terrible, because I could imagine, like I actually crushed those little ants, and I felt horrible.

**Speaker 1** [00:34:12] The kids were saying that the other day because of wasps coming in because of the cold.

**Speaker 3** [00:34:17] Oh, yeah.

**Speaker 1** [00:34:18] and they were like trying to kill the wasps. And I said, you don't have to kill the wasp, they're not bugging you. And they're like, we're in danger, whatever. And he said, if it's not buggin' you, you don' have to it, like it has a life and it's trying to just do its thing, just leave it alone.

**Speaker 2** [00:34:33] No, and you literally said they're just trying to get warm, like imagine what it's like to be cold and all of a sudden there's a way to come into a place that's warm, they're up there.

**Speaker 1** [00:34:42] Yeah, I'm not against, like, if a wasp is trying to, whatever, you know, sometimes wasps get hurt. But I'm saying, you, know, if you don't have to, you take its perspective and you're like, it's just, it is just chilling.

**Speaker 2** [00:34:55] Oh, where the other one is, there's two sides to every story.

**Speaker 1** [00:34:58] That's a great one.

**Speaker 2** [00:34:59] I say that a lot.

**Speaker 1** [00:35:00] Yeah, these are all obviously point view point and view perspective sayings that remind us to do that to have whether we're trying to build analytical perspective or whether we are trying to build empathy or compassion. All of that starts with perspective taking and understanding the point and the view is critically important understanding that the perspectives have these two variables, a point and a view is really important, partially because if you think about it this way, like you take Johnny's point of view. Well, how do you know, how, how do you get clear on whether you're taking Johnny's point of view on, right? So what is Johnny looking at? What is Johnny seeing? And what is, where is he coming from? That's the view and the point. But how do, you know that you're not, you know it's not your point of view on Johnny's Point of View.

**Speaker 2** [00:35:54] Right. So I'm not actually being John, you're not actually being John me taking perspective on Johnny. So it's like a second order thing almost it is but

**Speaker 1** [00:36:03] It is, but if you understand that there's a point and a view, then you understand that, that you're a point, and Johnny and his view are your view. Yes. And that Johnny's a Point and he has a view. And what you're trying to do is even though it's impossible to get out of your, your literal point of view, right? You can't, you can't escape the fact that you have a point of view, but what you are trying to do is not Project your point of view onto Johnny's point of you. You're trying to really deeply understand this thing. Yeah, and so You know if you don't understand that a perspective is made of a point and a view that's very difficult to make those kind of more sophisticated Differentiations. Yeah of am I seeing what I want to see about the enemy or about Johnny or whatever, right? I mean we talk a lot to military folks all the time and You know, it's very important that they see what the enemy is seeing, not what they see the enemy as seeing.

**Speaker 2** [00:37:02] Meaning they actually get into that.

**Speaker 1** [00:37:04] they actually get into that viewpoint.

**Speaker 2** [00:37:07] What's interesting to me about all of those sayings is, they're reminding, and you know, my mother, reminding you that you're not the only person on this planet. There are more perspectives than yours, or more points than yours. And so all of the sayings are like, hey, remember. The world isn't just what you see. There's other people looking at the same things and that's where, you know, it's a reminder.

**Speaker 1** [00:37:34] Yeah, it's funny because I, you know, I love Iceland and I've been to Iceland a number of times and they have all these stories. I can't, I won't remember all the stories that they have, but they have these, like these fairy, what do they call them? Like kids stories.

**Speaker 2** [00:37:48] They're like fairytale. They're fable.

**Speaker 1** [00:37:49] Fables. Fables, yeah. And they're all terrible. They're like, if you, they're scary, right? If you go outside, something's gonna eat you. And they were all designed to be kind of scary because if a kid left the home at night, the parents wanted that kid to be afraid to do that because they could go outside and get lost in the sleeting snow and then they freeze to death in the old days. These remind me of kind of those stories like these these are sayings that are trying to teach us things that are incredibly Important and they're the reason that they're sayings. That have been around for so long is because they're Never not important. They've always been important, you know In some ways we forget their importance

**Speaker 2** [00:38:42] Right, because they're just part of everyday language.

**Speaker 1** [00:38:44] Yeah, exactly. We forget what they mean. We don't think about them when we go, oh, we got to connect the dots. Yeah, we've got to part party the dots and RDS them, and zoom into those relationships and see what they're made of. We've got a connect all the things together so that we can understand the system and understand that this is not a linear causality. These systems are not based on linear causes, they're based on webs of causality, And so we're never going to really understand this outcome that we don't like if we don' understand all the webs of causality that go into it. And that has to do with all these things we're talking about, taking perspective, making the right fine-grain or coarse-grained distinctions, connecting the dots, zooming in to the connections, zooming into the dots. Zooming out, zooming it. It's very simple stuff, but it's stuff that we do a lot.

**Speaker 2** [00:39:42] Well, I think what's interesting...

**Speaker 1** [00:39:43] Our research has shown that we don't do it a lot.

**Speaker 2** [00:39:45] What I think is interesting is we always tell people, see it everywhere. And now I think we should mend that to say, when you say it or you hear it, pay attention. What is behind, see the bigger picture. What does it mean you're splitting hairs? Make the connection between the saying and the sort of, I don't want to say weakness. The need. The need to just extend your understanding a little bit differently. When I say walk in another person's shoes, I'm telling you, hey, maybe you need to take a different perspective on that. Something like that. I mean, I think we can train ourselves to actually connect, connect nothing. Connect the dots between the saying and what its underlying meaning is.

**Speaker 1** [00:40:28] That's the training that we do every day, that training of the mind is so critical. Because if you train yourself to connect the dots, you won't have to remind yourself to connect the dot, you'll just connect them.

**Speaker 2** [00:40:42] We'll be connecting them.

**Speaker 1** [00:40:43] Um, if you train yourself to take perspective, you won't have to remind yourself, you know, all the things that superstars do in games and, you know, on the battlefield and on the playing field and all these things, they do it because they practice them. Yes. They don't have to remember to dribble the way they dribble or, you know, shoot the way they shoot or, you know use the strategy the way they use the They they do it because they practice them So it's really important to practice these things, not just say these things. Yes. Right? Don't just say connect the dots, practice connecting the dots. Get good at it.

**Speaker 2** [00:41:21] See, you said that better than I did.

**Speaker 1** [00:41:23] I don't think so. I thought you said it really well.

**Speaker 2** [00:41:25] I think we've done it.

**Speaker 1** [00:41:26] Oh yeah, is that it?

**Speaker 2** [00:41:27] Yeah, I mean...

**Speaker 1** [00:41:28] There's a lot of sayings out there.

**Speaker 2** [00:41:29] There are a lot of sayings, but I was thinking about ones that I really hear a lot and that people say all the time.

**Speaker 1** [00:41:37] Well, the other one people talk about all the time is silos, you know, and like silos are, are, uh, silification, you know, that's a, that that's just the lack of connecting the dots, right? So if we don't connect the dots in real life, we get silos. That's right. There's lots of them, lots of sayings that all have to do with thinking more systemically, um, and about systems, cause that's what's out there, systems.

**Speaker 2** [00:42:04] Yeah, but I like the idea of using the sayings as a way to guide your own practice. If you hear somebody say one of these, ask yourself, what's really the meaning behind that? Yeah. What are the things I could practice to really actually connect the dots? What are things I can practice to walk in somebody's shoes? How would I make a finer-grain distinction about this thing that I'm talking about right now? Those kinds of questions. If you ask yourself those questions and you actually practice, you'll get better.

**Speaker 1** [00:42:30] and the OP.

**Speaker 2** [00:42:31] All right, I think we've done it.

**Speaker 1** [00:42:33] That's a wrap!