

**Instapaper: Friday, Nov. 30th (Instapaper) -
Your Highlight on Location 1514-1518 | Added
on Sunday, January 19, 2020 9:52:28 AM**

Stress causes both mental and physiological responses and tends to amplify the other biases. Almost all human mental biases become worse in the face of stress as the body goes into a fight-or-flight response, relying purely on instinct without the emergency brake of Daniel Kahneman's "System 2" type of reasoning. Stress causes hasty decisions, immediacy, and a fallback to habit, thus giving rise to the elite soldiers' motto: "In the thick of battle, you will not rise to the level of your expectations, but fall to the level of your training."

**Instapaper: Friday, Nov. 30th (Instapaper) -
Your Highlight on Location 1524-1528 | Added
on Tuesday, January 21, 2020 3:15:31 AM**

What a man wishes, he also believes. Similarly, what we believe is what we choose to see. This is commonly referred to as the confirmation bias. It is a deeply ingrained mental habit, both energy-conserving and comfortable, to look for confirmations of long-held wisdom rather than violations. Yet the scientific process – including hypothesis generation, blind testing when needed, and objective statistical rigor – is designed to root out precisely the opposite, which is why it works so well when followed.

**Instapaper: Friday, Nov. 30th (Instapaper) -
Your Highlight on Location 1528-1531 | Added
on Tuesday, January 21, 2020 3:15:58 AM**

A method is termed scientific if it can be stated in such a way that a certain defined result would cause it to be proved false. Pseudo-knowledge and pseudo-science operate and propagate by being unfalsifiable – as with astrology, we are unable to prove them either correct or incorrect because the conditions under which they would be shown false are never stated.

**Instapaper: Friday, Nov. 30th (Instapaper) -
Your Highlight on Location 1789-1792 | Added
on Tuesday, January 21, 2020 3:34:14 AM**

Follow-on research has shown that impostor syndrome is very real and very prevalent, and that its effects are undeniably negative. Impostor syndrome is

associated with overwork, with an overly keen focus on pleasing others, and with an almost desperate drive to constantly achieve more. It is therefore also unsurprising that there is a strong correlation between impostor syndrome and anxiety, stress, depression, and burnout, the debilitating condition of exhaustion that can result in talented individuals giving up on promising careers.

**Instapaper: Friday, Nov. 30th (Instapaper) -
Your Highlight on Location 1807-1807 | Added
on Tuesday, January 21, 2020 3:35:40 AM**

Rugged individualism demands that all tasks be

**Instapaper: Friday, Nov. 30th (Instapaper) -
Your Highlight on Location 1807-1807 | Added
on Tuesday, January 21, 2020 3:36:00 AM**

Rugged individualism demands that all tasks be performed alone, and little to no help is sought.

**Instapaper: Friday, Nov. 30th (Instapaper) -
Your Highlight on Location 1903-1906 | Added
on Tuesday, January 21, 2020 3:39:34 AM**

The historian Henry Adams was being metaphorical, not medical, when he described power as “a sort of tumor that ends by killing the victim’s sympathies.” But that’s not far from where Dacher Keltner, a psychology professor at UC Berkeley, ended up after years of lab and field experiments. Subjects under the influence of power, he found in studies spanning two decades, acted as if they had suffered a traumatic brain injury—becoming more impulsive, less risk-aware, and, crucially, less adept at seeing things from other people’s point of view.