

# THINKING, FAST AND SLOW By Daniel Kahneman

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Conclusion INTRODUCTION Daniel Kahneman's

"Thinking, Fast and Slow" is a masterwork that synthesizes

decades of groundbreaking research in psychology and behavioral economics.

As a Nobel Prize winner, Kahneman presents a comprehensive exploration of how the human mind works, revealing the two systems that drive the way we think and make decisions.

The Core Premise: Our minds operate using two distinct systems:

- System 1: Fast, automatic, intuitive, emotional
- System 2: Slow, deliberate, logical, effortful

Understanding these systems and their interactions is crucial for:

- Making better decisions
- Avoiding cognitive biases
- Understanding human behavior
- Improving judgment
- Recognizing our limitations

The book is revolutionary because it:

- Challenges assumptions about human rationality
- Reveals systematic errors in

thinking - Provides framework for understanding  
decisions - Offers practical insights for improvement -  
Bridges psychology and economics Kahneman's research  
shows that: - We're not as rational as we think - Our  
intuitions are often wrong - We're predictably irrational

- Cognitive biases affect everyone - Understanding these  
patterns helps us improve The Book's Structure: - Part 1:  
Introduction to the two systems - Part 2: Heuristics and  
biases in judgment - Part 3: Overconfidence and illusions  
- Part 4: Decision-making and choices - Part 5: The  
experiencing vs.

remembering self This book matters because it: - Changes  
how you see your own thinking - Reveals hidden  
influences on decisions - Provides tools for better  
judgment - Applies to every area of life - Is based on

rigorous scientific research PART 1: TWO SYSTEMS

The Two Systems of Thinking System 1: Fast Thinking -

Operates automatically and quickly - Requires little or no

effort - No sense of voluntary control - Intuitive and

emotional - Always active Characteristics: - Generates

impressions and feelings - Creates coherent stories from

limited information - Jumps to conclusions - Responds to

associative patterns - Cannot be turned off Examples: -

Detecting hostility in a voice - Completing "bread and...

" - Understanding simple sentences - Driving on an empty

road - Recognizing faces System 2: Slow Thinking -

Allocates attention to effortful mental activities

- Requires concentration - Associated with choice and

agency - Logical and deliberate - Lazy by nature

Characteristics: - Performs complex computations -

Monitors and controls System 1 - Can follow rules -

Makes comparisons - Requires effort and energy

Examples: - Solving complex math problems -

Comparing products for best value - Filling out tax forms

- Parking in a narrow space - Monitoring social behavior

at a party The Division of Labor System 1 continuously

generates: - Impressions - Intuitions - Intentions -

Feelings System 2 is activated when: - System 1

encounters difficulty - An event violates expectations -

Deliberate reasoning is required - Rules must be applied

The Interaction: - System 1 runs automatically - System 2

is normally in low-effort mode - System 1 continuously

provides suggestions - System 2 endorses or corrects these

suggestions - When System 1 runs into difficulty, System

2 is called The Problem: - System 2 is lazy - It often

accepts System 1's suggestions - It doesn't always catch

errors

- It requires effort and energy - It can be depleted

Attention and Effort Mental effort requires: - Glucose

(physical energy) - Motivation - Attention - Time Ego

Depletion: - Exerting self-control is tiring - Mental effort

depletes resources - Subsequent tasks suffer - Rest and

glucose restore capacity The Lazy System 2: - Takes the

path of least resistance - Accepts plausible answers -

Doesn't always check System 1 - Conserves energy - Can

be overwhelmed The Associative Machine System 1

operates through association: - Ideas trigger other ideas -

Spreading activation - Coherent patterns - Causal stories

- Emotional responses Priming Effects: - Exposure to a

word or image - Influences subsequent thoughts and

actions - Happens unconsciously - Affects behavior -

Can be surprisingly powerful Examples: - Seeing "EAT" makes "SOUP" easier to recognize - Thinking about old age makes people walk slower - Washing hands reduces moral guilt

- Money primes make people more selfish Cognitive Ease  
Cognitive ease is the feeling that things are going well: -  
No threats - No major news - No need to redirect  
attention - Things are going smoothly Cognitive strain  
signals: - A problem exists - Mobilize System 2 - Be  
more vigilant - Engage analytical thinking Factors that  
influence cognitive ease: - Repetition (familiar = easy) -  
Clear display (legible = easy) - Primed idea (activated =  
easy) - Good mood (relaxed = easy) Effects of cognitive  
ease: - Feeling good - Trusting intuitions - Feeling  
familiar - Believing statements - Being creative and

superficial Effects of cognitive strain: - Feeling vigilant - Suspicious - Investing more effort - Feeling less comfortable - Being analytical and less creative The Illusions of Understanding System 1 creates coherent stories: - From limited information - Fills in gaps - Suppresses doubt - Creates causal narratives - Generates confidence

What You See Is All There Is (WYSIATI): - System 1 works with available information - Doesn't account for missing information - Creates best possible story from what's available - Generates confidence based on coherence - Ignores quality and quantity of information This creates: - Overconfidence - Framing effects - Base rate neglect - Jumping to conclusions - Illusion of understanding PART 2: HEURISTICS AND BIASES The

Law of Small Numbers The Fallacy: - Small samples are treated like large samples - Random events in small samples are seen as meaningful - Patterns in small samples are over-interpreted - Statistical principles are ignored Example: - Counties with lowest kidney cancer rates are rural - Conclusion: Rural living is healthy - But: Counties with highest rates are also rural - Reality: Small populations create extreme results The Lesson: - Small samples are unreliable - Extreme outcomes are more likely in small samples - Don't over-interpret patterns in limited data - Require larger samples for confidence Anchoring Effect The Phenomenon: - Initial number influences subsequent estimates - Even when anchor is random - Even when people know it's irrelevant - Affects experts and novices

- Very difficult to avoid Examples: - "Is Gandhi older or younger than 144?

" influences age estimate - Asking price anchors

negotiation - Suggested donation amounts influence

giving - Initial salary offer anchors negotiation Why It

Happens: - System 1 generates compatible information -

Adjustment from anchor is insufficient - Cognitive ease

from compatible information - Deliberate resistance

requires effort How to Reduce: - Be aware of anchors -

Consider opposite extreme - Generate alternative anchors

- Use System 2 deliberately Availability Heuristic The

Principle: - Judging frequency by ease of recall - If

examples come easily to mind, assume it's common -

Recent and dramatic events are more available - Personal

experiences are more available Examples: - After plane

crash, people overestimate flight risk - After shark attack,

people fear ocean - Dramatic news makes risks seem larger - Personal experience outweighs statistics Biases

Created: - Overestimating dramatic risks -

Underestimating common risks - Recency bias - Personal experience bias The Affect Heuristic: - Emotional response guides judgment - Like/dislike determines beliefs - Benefits and risks are negatively correlated in mind

- Feelings override statistics Representativeness Heuristic

The Principle: - Judging probability by similarity to stereotype - If A resembles B, assume A belongs to

category B - Ignoring base rates - Ignoring sample size

Example - Linda Problem: Linda is 31, single, outspoken, very bright, majored in philosophy, concerned with discrimination and social justice.

Which is more probable?

A) Linda is a bank teller B) Linda is a bank teller and active in feminist movement Most people choose B

(incorrect): - B is more representative of description - But B cannot be more probable than A - This violates basic probability The Lesson: - Representativeness overrides logic - Stereotypes influence probability judgments - Base rates are neglected - Conjunction fallacy is common Base Rate Neglect The Problem: - Ignoring statistical base rates - Focusing on specific information - Stereotypes override statistics - Individual cases seem more relevant Example: - 85% of cabs are Green, 15% are Blue - Witness says accident cab was Blue - Witness is 80% reliable - What's probability cab was Blue?

Most people say 80%:

- Focusing on witness reliability - Ignoring base rate (15% Blue) - Correct answer is 41% The Lesson: - Base rates matter - Combine base rate with specific information - Don't ignore statistical information - Use Bayesian reasoning

Regression to the Mean The Principle: - Extreme events are followed by more moderate events - Not because of causal relationship - But because of statistical regression - Applies to any correlated variables

Examples: - Extremely tall parents have tall children (but less extreme) - Great rookie season followed by worse second season - Punishment after poor performance seems to work - Reward after great performance seems to fail

The Illusion: - We create causal stories for regression - "Punishment works, reward doesn't" - "The Sports Illustrated jinx" - "Sophomore slump" The Reality: -

These are statistical phenomena - No causal explanation needed - Extreme performances are partly luck - Luck doesn't persist The Lesson: - Recognize regression to mean - Don't create false causal stories - Extreme results are often followed by moderate results - This is statistics, not causation PART 3: OVERCONFIDENCE

The Illusion of Understanding Narrative Fallacy: - Creating coherent stories from past events - Believing we understand what happened - Thinking we could have predicted it - Underestimating role of chance Hindsight Bias: - "I knew it all along" - Past seems more predictable than it was - Outcomes seem inevitable in retrospect - Distorts memory of what we thought before The Problem: - Creates overconfidence in understanding - Makes us think we can predict future - Underestimates uncertainty -

Leads to poor decisions Example: - Financial crisis seems obvious in hindsight - But few predicted it beforehand - We create story that makes it seem inevitable - This makes us overconfident about predicting next crisis The Illusion of Validity Expert Predictions: - Experts are often no better than chance - But experts are very confident - Confidence is not correlated with accuracy - Expertise creates illusion of skill Examples: - Stock pickers don't beat market - Political pundits are often wrong - Long-term forecasts are unreliable - Expert confidence exceeds accuracy Why Experts Are Overconfident: - They have coherent stories - They know a lot (but not what matters) - They receive positive feedback

- They don't track their accuracy - Cognitive ease from expertise When to Trust Experts: - Regular, predictable

environment - Opportunity for prolonged practice -  
Rapid, clear feedback - Examples: chess, firefighting,  
nursing When Not to Trust: - Irregular, unpredictable  
environment - Limited feedback - Long delays between  
action and outcome - Examples: stock picking, political  
forecasting The Planning Fallacy The Phenomenon: -  
Underestimating time, costs, and risks - Overestimating  
benefits - Focusing on best-case scenario - Ignoring past  
similar projects Examples: - Home renovations take  
longer than expected - Projects go over budget - New  
businesses fail more than expected - Students  
underestimate study time Why It Happens: - Inside view:  
Focus on specific plan - Ignore outside view: Statistics of  
similar cases - Optimism bias - Wishful thinking The  
Solution: - Take outside view - Reference class  
forecasting - Look at similar past projects - Use base rates

- Add buffer time and budget Optimism Bias

The Bias: - Overestimating likelihood of positive events -

Underestimating likelihood of negative events - Thinking

we're better than average - Believing we're less at risk

Examples: - Most drivers think they're above average -

Most people think they'll live longer than average -

Entrepreneurs underestimate failure risk - People

underestimate divorce risk Benefits: - Motivates action -

Enables entrepreneurship - Promotes resilience - Feels

good Costs: - Poor planning - Inadequate preparation -

Excessive risk-taking - Disappointment The Balance: -

Some optimism is beneficial - Extreme optimism is

dangerous - Combine optimism with realistic planning -

Use premortem technique The Premortem Technique: -

Imagine project has failed - Write story of how it

happened - Identify potential problems - Plan to prevent them - Reduces overconfidence PART 4: CHOICES

Prospect Theory The Revolutionary Insight: - People don't evaluate outcomes absolutely - They evaluate changes from reference point

- Losses loom larger than gains - Risk attitudes depend on framing Key Principles: 1.

Reference Dependence: - Outcomes evaluated relative to reference point - Not absolute wealth, but changes -

Reference point can be manipulated - Framing matters 2.

Loss Aversion: - Losses hurt more than equivalent gains feel good - Roughly 2:1 ratio - Losing \$100 hurts more than gaining \$100 feels good - Drives many behaviors 3.

Diminishing Sensitivity: - Difference between \$0 and

\$100 feels bigger than \$1000 and \$1100 - Applies to both gains and losses - Creates risk-seeking in losses - Creates risk-aversion in gains The Fourfold Pattern: High

Probability: - Gains: Risk averse (prefer sure thing) -

Losses: Risk seeking (gamble to avoid loss) Low

Probability: - Gains: Risk seeking (buy lottery tickets) -

Losses: Risk averse (buy insurance) This explains: - Why

people buy lottery tickets and insurance - Why people

hold losing stocks - Why people sell winning stocks too

early - Many seemingly irrational behaviors The

Endowment Effect The Phenomenon: - People value what

they own more than identical items they don't own -

Selling price exceeds buying price

- Mere ownership increases value - Loss aversion in action

Example: - Give someone a mug - Ask selling price: \$7

- Ask non-owners buying price: \$3 - Ownership creates attachment Implications: - Difficult to trade - Status quo bias - Resistance to change - Sunk cost fallacy Framing Effects The Principle: - How options are presented affects choices - Logically equivalent frames produce different decisions - System 1 responds to framing - System 2 often doesn't correct Classic Example - Asian Disease: Frame 1: - Program A: 200 people saved (sure thing) - Program B: 1/3 chance 600 saved, 2/3 chance none saved - Most choose A (risk averse for gains) Frame 2: - Program C: 400 people die (sure thing) - Program D: 1/3 chance nobody dies, 2/3 chance 600 die - Most choose D (risk seeking for losses) But  $A = C$  and  $B = D$ !

The Lesson: - Framing matters enormously - Gains and losses are different frames - Be aware of how options are presented - Reframe to see clearly Mental Accounting

The Concept: - People create mental categories for money

- Treat money differently based on category - Violates fungibility of money - Creates predictable irrationalities

Examples: - Won't drive across town to save \$5 on \$15

item - Will drive across town to save \$5 on \$100 item -

Same \$5 savings, different mental accounts - Reluctant to

sell losing stock (realize loss) - Quick to sell winning

stock (realize gain) - Different mental accounts for paper

vs.

realized gains/losses - Spend windfall differently than

earned income - Tax refund feels like "free money" - All

money is fungible, but doesn't feel that way Sunk Cost

Fallacy: - Continuing investment because of past

investment - Past costs shouldn't affect future decisions -

But mental accounting makes them feel relevant - "I've

already invested so much...

" The Lesson: - Money is money, regardless of source or category - Past costs are sunk - Make decisions based on future, not past - Be aware of mental accounting PART 5: TWO SELVES The Experiencing Self vs.

Remembering Self Two Selves: 1.

Experiencing Self: - Lives in the present - Experiences each moment - Asks "How does it feel now?"

" - Continuous experience 2.

Remembering Self: - Keeps score

- Maintains story of life - Asks "How was it overall?"

" - Makes decisions The Conflict: - Experiencing self

wants pleasure now - Remembering self wants good memories - They don't always agree - Remembering self makes decisions Peak-End Rule The Principle: - Memories are determined by: - Peak (most intense moment) - End (final moment) - Duration is neglected - Average experience doesn't matter much Classic Experiment - Cold Water: - Trial 1: Hand in 14°C water for 60 seconds - Trial 2: Hand in 14°C water for 60 seconds, then 15°C for 30 seconds - Trial 2 is objectively worse (more total pain) - But people prefer to repeat Trial 2 - Because it ends better Implications: - Duration neglect in memories - Endings matter enormously - Peak moments define experiences - Total experience time matters less than expected Colonoscopy Study: - Patients underwent colonoscopy - Some had extra time with scope in but not moving (less painful) - This made procedure

longer - But patients remembered it as less painful -  
Better ending improved memory The Lesson: - Design  
experiences for good endings - Create peak moments -  
Duration matters less than you think - Remembering self  
is what decides

Life Satisfaction The Focusing Illusion: "Nothing in life  
is as important as you think it is when you are thinking  
about it" The Principle: - When asked about life  
satisfaction, people focus on salient factors - These factors  
seem more important than they are - Actual impact on  
daily experience is smaller - Attention magnifies  
importance Examples: - Climate: People think it matters a  
lot for happiness - Reality: Small effect on daily mood -  
Focus on weather when asked, but don't think about it  
daily - Income: People think it matters a lot - Reality:

Diminishing returns above ~\$75,000 - Affects life evaluation more than daily experience The Lesson: - What you focus on seems important - But daily experience is what matters - Don't overweight factors you're currently thinking about - Broad attention to life is more accurate Well-Being Two Types: 1.

Experienced Well-Being: - How you feel day-to-day - Moment-to-moment emotions - Quality of daily experience - What experiencing self cares about 2.

Life Evaluation: - How you judge your life overall - Satisfaction with life - Achievement of goals - What remembering self cares about They're Different:

- Income affects life evaluation more than daily experience
- Health affects daily experience more than life evaluation

- They can diverge significantly    Measuring Well-Being: -  
Day Reconstruction Method - Experience sampling - Life  
satisfaction scales - Different measures for different  
purposes    The Lesson: - Consider both types of well-being  
- Daily experience matters - Life evaluation matters -  
They're not the same thing - Balance both    KEY

## CONCEPTS AND COGNITIVE BIASES    Major

### Cognitive Biases    1.

Confirmation Bias: - Seeking information that confirms  
beliefs - Ignoring contradictory information - Interpreting  
ambiguous evidence as supportive    2.

Availability Bias: - Judging frequency by ease of recall -  
Recent and dramatic events seem more common -  
Personal experience outweighs statistics    3.

Anchoring Bias: - Over-relying on first piece of

information - Insufficient adjustment from anchor -  
Affects negotiations, estimates, judgments 4.

Representativeness Bias: - Judging by similarity to  
stereotype - Ignoring base rates - Seeing patterns in  
randomness 5.

Hindsight Bias: - "I knew it all along" - Past seems more  
predictable in retrospect

- Distorts memory of prior beliefs 6.

Overconfidence Bias: - Overestimating accuracy of beliefs  
- Underestimating uncertainty - Illusion of understanding  
and control 7.

Loss Aversion: - Losses hurt more than equivalent gains  
feel good - Drives risk-seeking in losses - Drives

risk-aversion in gains 8.

Sunk Cost Fallacy: - Continuing because of past investment - Past costs shouldn't affect future decisions - Mental accounting creates this error 9.

Framing Effect: - Different presentations of same information - Produce different decisions - Gains vs. losses framing 10.

Status Quo Bias: - Preference for current state - Resistance to change - Endowment effect Key Principles 1.

System 1 and System 2: - Two modes of thinking - Fast and slow - Automatic and deliberate - Understanding both improves decisions 2.

WYSIATI (What You See Is All There Is): - System 1 works with available information - Doesn't account for missing information - Creates coherent stories - Generates overconfidence 3.

Substitution: - When faced with difficult question - System 1 substitutes easier question

- Answers easier question instead - Often unaware of substitution 4.

Regression to the Mean: - Extreme events followed by moderate events - Statistical phenomenon - Often misinterpreted as causal - Creates false narratives 5.

Reference Dependence: - Outcomes evaluated relative to reference point - Not absolute values - Reference point can be manipulated - Framing matters HOW TO APPLY

## THIS BOOK IN YOUR LIFE Improving

Decision-Making Recognize System 1 and System 2:

When to Trust System 1: - Familiar situations - Expertise in domain - Rapid response needed - Low stakes When

to Engage System 2: - Important decisions - Unfamiliar situations - High stakes - Time available Practice: -

Notice when you're using each system - Deliberately engage System 2 for important decisions - Don't over-rely

on intuition - Check your intuitions Avoiding Cognitive

Biases Anchoring: - Be aware of anchors - Generate multiple reference points

- Consider opposite extreme - Don't accept first number

Availability: - Don't judge frequency by ease of recall -

Seek statistical information - Don't overweight recent

events - Consider base rates Confirmation: - Actively

seek disconfirming evidence - Consider alternative hypotheses - Don't just look for support - Be genuinely curious Overconfidence: - Track your predictions - Calibrate your confidence - Seek feedback - Acknowledge uncertainty Loss Aversion: - Recognize loss aversion in decisions - Frame decisions neutrally - Consider opportunity costs - Don't hold losing positions too long Better Judgment Use Base Rates: - Start with statistical information - Don't ignore base rates - Combine base rate with specific information - Use outside view Take Outside View: - Look at similar past cases - Use reference class forecasting - Don't just focus on your specific plan - Statistics matter Conduct Premortems: - Imagine project has failed - Identify potential causes - Plan to prevent them - Reduces overconfidence Slow

Down: - Don't rush important decisions - Engage System  
2 - Consider alternatives - Sleep on it Seek Diverse  
Perspectives: - Don't rely only on your view - Get input  
from others - Consider different frames - Challenge your  
assumptions Improving Life Satisfaction Focus on  
Experienced Well-Being: - Pay attention to daily  
experience - Not just life evaluation - How you spend  
your time matters - Quality of experiences matters Avoid  
Focusing Illusion: - Don't overweight what you're  
currently thinking about - Broad attention to life - Many  
factors contribute to happiness - No single factor  
dominates Design Good Endings: - Endings matter for  
memories - Create peak moments - Don't neglect  
conclusions - Finish strong Balance Two Selves: -  
Experiencing self wants pleasure now - Remembering self  
wants good memories - Both matter - Find balance

## Specific Applications In Business:

Decision-Making: - Use structured decision processes -  
Seek diverse input - Consider base rates - Conduct  
premortems Hiring: - Use structured interviews - Don't  
over-rely on intuition - Seek disconfirming evidence -  
Use statistical prediction Strategy: - Take outside view -  
Use reference class forecasting - Don't be overconfident -  
Plan for uncertainty In Investing: Avoid Biases: - Don't  
hold losers too long (loss aversion) - Don't sell winners  
too early (loss aversion) - Don't overtrade  
(overconfidence) - Use systematic approach Use Base  
Rates: - Most active managers don't beat market - Past  
performance doesn't predict future - Costs matter -  
Consider index funds Resist Narratives: - Don't create  
causal stories for randomness - Market movements are

often random - Hindsight bias distorts understanding -  
Humility is appropriate In Personal Life: Relationships: -  
Don't judge by availability (recent events) - Consider base  
rates (most marriages succeed)

- Avoid confirmation bias (seek disconfirming evidence) -  
Frame positively (gains not losses) Health: - Don't judge  
risk by availability (dramatic news) - Use base rates  
(actual statistics) - Plan realistically (avoid planning  
fallacy) - Focus on daily experience Career: - Take  
outside view (similar careers) - Avoid sunk cost fallacy  
(past investment) - Consider opportunity costs - Plan for  
uncertainty The Daily Practice Morning: - Recognize  
which system you're using - Engage System 2 for  
important decisions - Be aware of cognitive biases - Seek  
diverse information Throughout Day: - Notice intuitions

- Check important intuitions - Slow down for big decisions - Consider alternatives Evening: - Reflect on decisions made - Identify biases that influenced you - Learn from experience - Plan improvements Weekly: - Review major decisions - Track prediction accuracy - Identify patterns in biases - Adjust approach

## CONCLUSION

"Thinking, Fast and Slow" revolutionizes our understanding of human thought and decision-making.

Kahneman's decades of research reveal that we're not the rational actors we believe ourselves to be, but rather predictably irrational in systematic ways.

Key Takeaways The Two Systems: - System 1: Fast, automatic, intuitive - System 2: Slow, deliberate, logical -

Understanding both improves decisions - Know when to trust each

**Cognitive Biases:** - We all have systematic biases - They affect everyone, including experts - Awareness helps but doesn't eliminate them - Structured approaches reduce bias

**Heuristics:** - Mental shortcuts that usually work - But create predictable errors - Availability, representativeness, anchoring - Recognize and compensate

**Overconfidence:** - We're overconfident in our understanding - We underestimate uncertainty - Hindsight bias distorts memory - Humility is appropriate

**Prospect Theory:** - We evaluate changes, not absolute states - Losses loom larger than gains - Framing matters enormously - Reference points can be manipulated

**Two Selves:** - Experiencing self lives in present - Remembering self keeps score - They don't always agree - Both matter for well-being

**The Transformative Power**

This book transforms how you: - Make decisions -  
Evaluate information - Judge probabilities - Understand  
yourself - See others' behavior The Journey Ahead  
Improving thinking is ongoing: - Recognize your biases -  
Engage System 2 deliberately - Seek diverse perspectives  
- Track your accuracy - Stay humble The Ripple Effect  
Better thinking affects: - Your decisions - Your  
relationships - Your career - Your investments - Your life  
satisfaction Final Thoughts We're not as rational as we  
think.

But understanding our irrationality helps us: - Make better  
decisions - Avoid predictable errors - Design better  
systems - Help others decide better - Live more wisely  
The question isn't whether you have biases.

You do.

The question is: will you recognize and compensate for them?

Start today: - Notice which system you're using - Check your intuitions - Seek disconfirming evidence - Slow down for important decisions - Stay humble about your understanding

Thought by thought, decision by decision, you'll think better.

Welcome to thinking, fast and slow.