

# "Your understanding of reality is wrong"

 **Lorin Hochstein**, Netflix

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Or: How not to change  
people's minds

Applied philosophers in  
denial

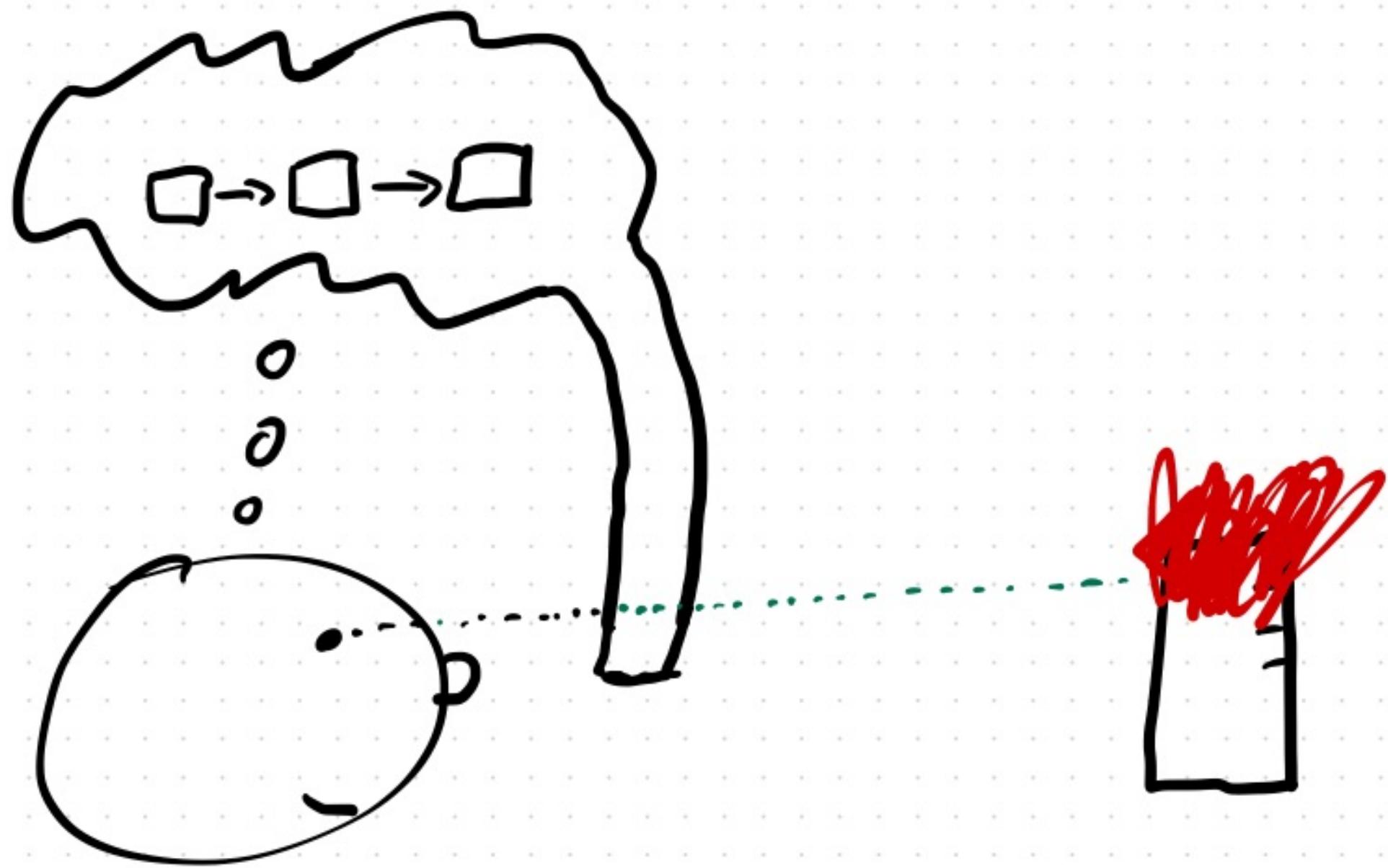
# Identity



# Ship of Theseus

# We have to get on with our work

```
class Frobulator {  
    @Override  
    public boolean equals(Object obj) {  
        // something has to go here  
    }  
}
```



# Causality

A → B → C

**"What was the root  
cause?"**

# Ontology

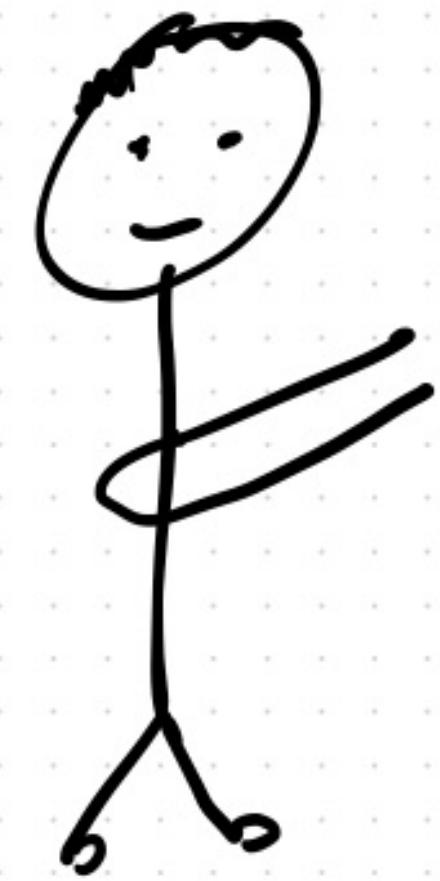


**"Which service broke?"**

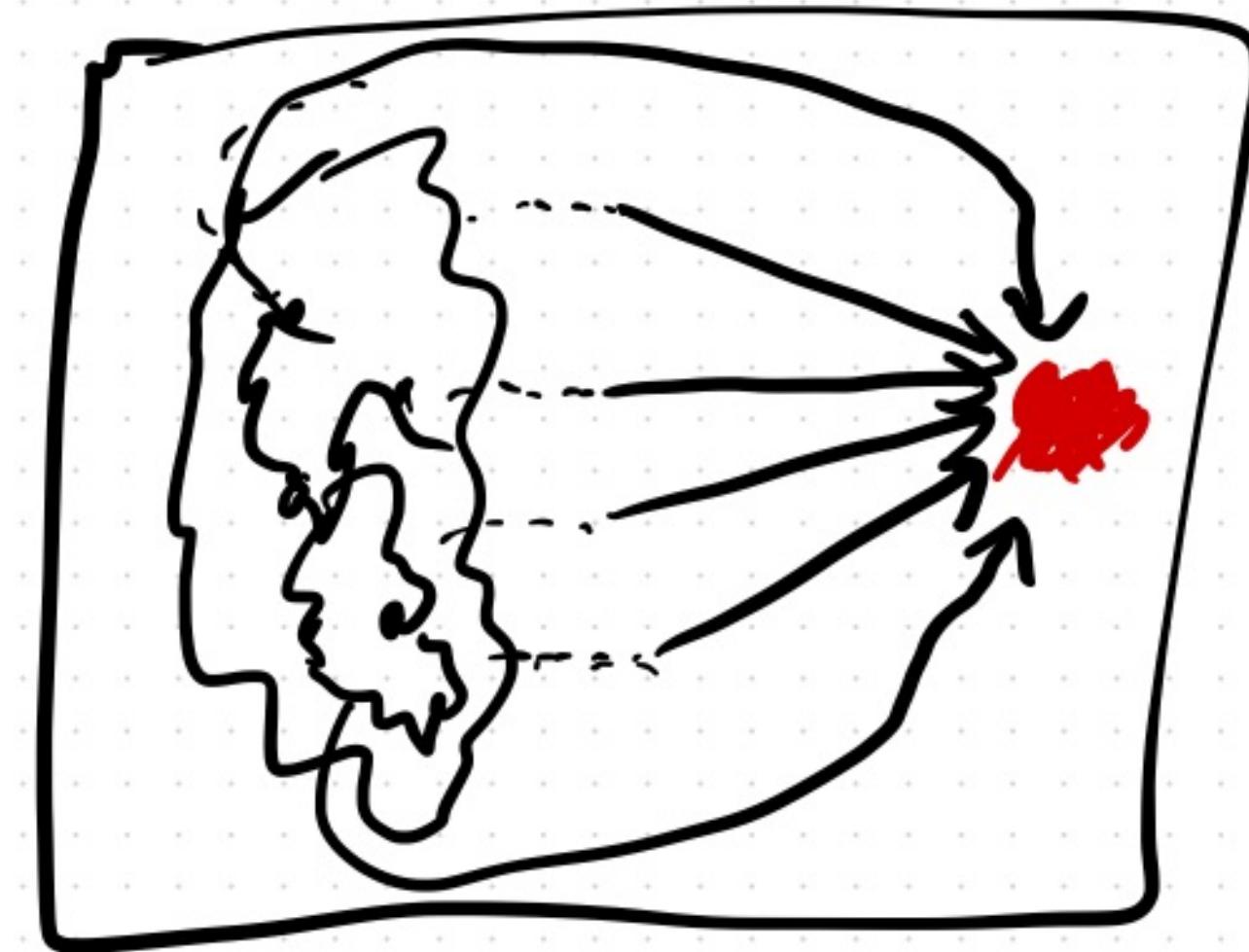
Seeing what one believes  
and not seeing that for  
which one has no beliefs are  
central to sensemaking



Karl E. Weick, Sensemaking in Organizations



better model!



# Multiple contributing factors

# Interactions

# History

# Local rationality

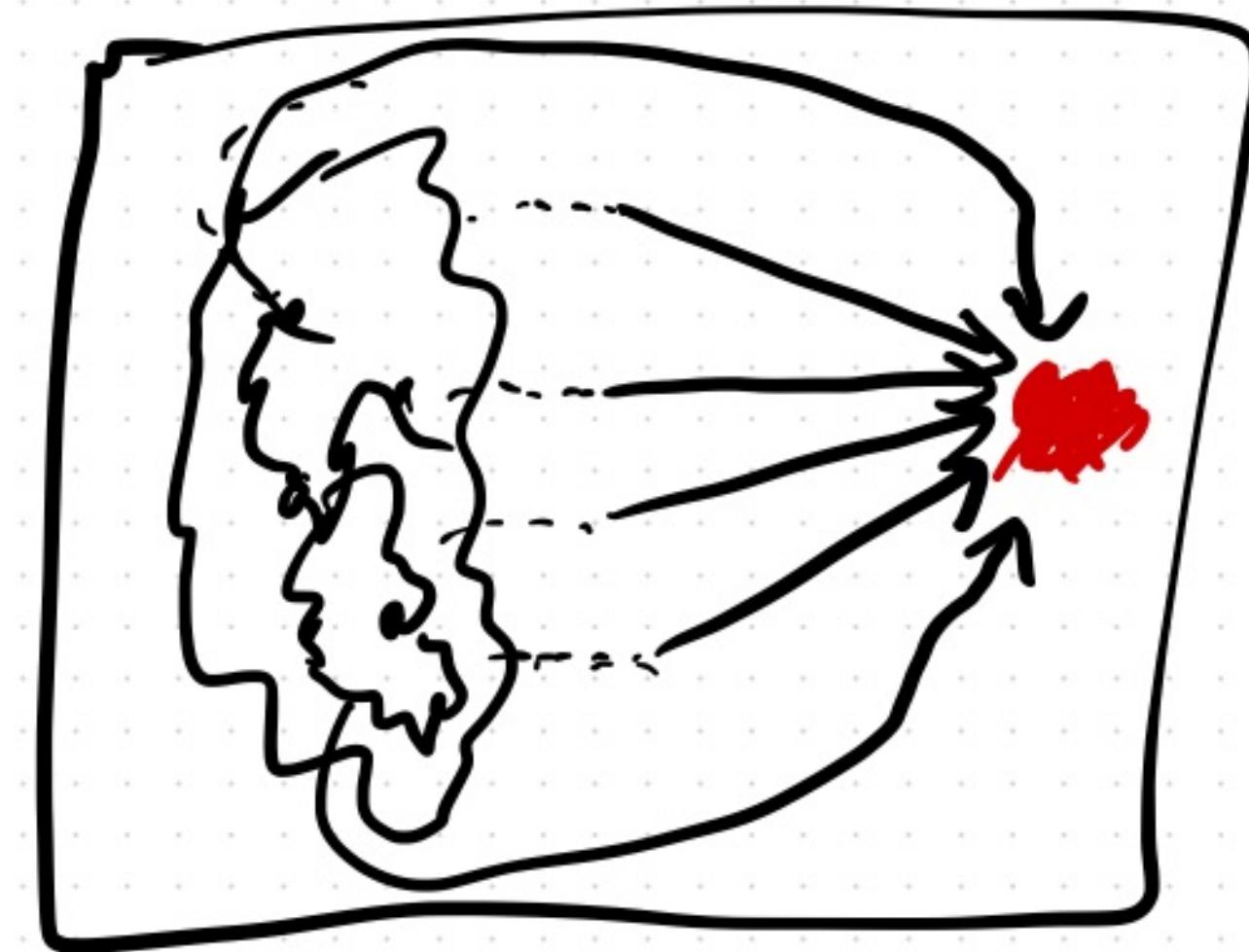
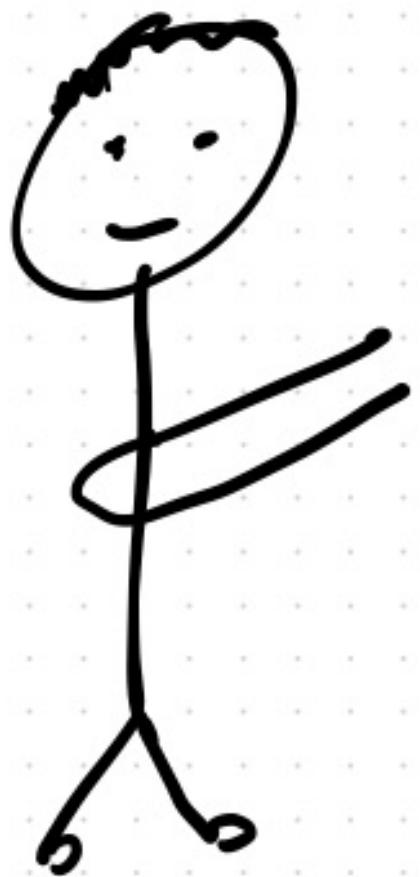
# Uncertainty

# Goal conflicts

# Production pressure

# Workarounds

better model!

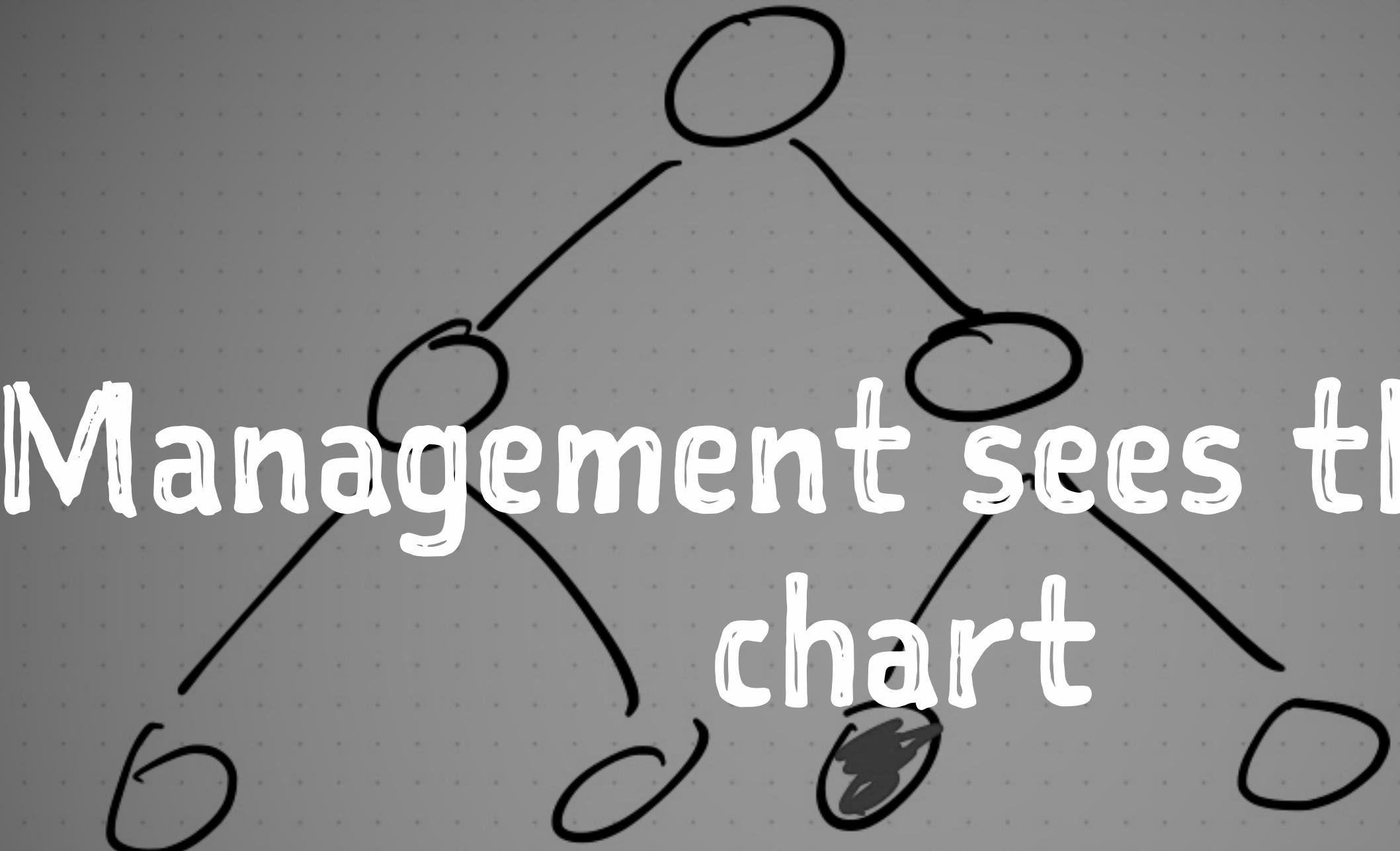


No thanks





# Engineers see action items



Management sees the org  
chart



Show, don't tell

Over and over and over

**Changing language isn't  
enough**

If you're arguing, you're  
losing

**"Yes, and..."**



# Focus on outcomes

Everybody appreciates risk  
as a concept

Identify meaningful  
patterns

# Our advantages

Neverending supply of  
relevant examples

The insights are real

No useless arguments over  
causes and categories

This stuff is fascinating

**Fin**