

Thinking, Fast and Slow by Daniel Kahneman

- 💡 I develop a richer vocabulary to understand my (and others') judgments and choices
- 💡 I continuously strive for excellence because I am never bored
- 💡 We are sufficiently similar to understand each other easily - and sufficiently different to surprise each other
- 💡 I know that luck plays a large role in every story of success
- 💡 I know that intuition is nothing more and nothing less than recognition
- 💡 When faced with a difficult question, I consider deliberately instead of defaulting to an easier question
- 💡 I acknowledge that I am ignorant and that the world is uncertain - which enables me to consider reality over fantasy
- 💡 I intelligently explore the lessons that can be learned from the past while resisting the lure of hindsight and the illusion of certainty
- 💡 I control my attention by focusing intently on desired targets
- 💡 I stay alert for errors of intuitive thought
- 💡 I deliberately chase mastery of relevant skills knowing that they become easier and require less energy
- 💡 I look actively for ways to increase my capacity and avoid ego depletion resulting from sustained periods of self-control or deliberate thought
- 💡 I avoid ego depletion by minimizing conflict and expressing natural tendencies responsibly; or by ingesting small amounts of glucose
- 💡 I guard against being so "cognitively busy" that I make selfish choices at the expense of others
- 💡 I actively increase my intelligence by practicing my ability to find relevant material in memory and to deploy attention when needed
- 💡 I think with my body, not only with my brain
- 💡 I leverage deliberate gestures (e.g., smiling) that unconsciously influence my thoughts and feelings
- 💡 I act the way that I want to feel
- 💡 I examine my impressions before they turn into beliefs; and my impulses before they become choices and actions
- 💡 I minimize cognitive strain which is affected by effort level and presence of unmet demands
- 💡 I leverage frequency and familiarity to positively influence others
- 💡 I communicate effectively through the use of simple, direct and memorable language
- 💡 I get what I expect, so I actively maintain positive expectations of myself and others
- 💡 I know that very little repetition is needed for a new experience to feel normal
- 💡 I monitor and question my conclusions - particularly when the situation is unfamiliar, the stakes are high and there is limited time to collect additional information
- 💡 I know that distraction disrupts discernment
- 💡 I leverage the halo effect (increased weight on first impressions) to positively influence others
- 💡 I leverage independent sources of information to reach the most useful conclusions; avoiding the WYSIATI (What You See Is All There Is) trap
- 💡 I master framing (different ways of presenting the same information) to evoke thoughtful responses from others
- 💡 I am constantly assessing and evaluating situations to determine safety and familiarity
- 💡 I know that others are continuously monitoring for violated expectations
- 💡 I leverage heuristics (simple procedures) to help explain complexity
- 💡 I know that present state impacts mood evaluation - conclusions dominate arguments when emotion is involved
- 💡 I leverage loss aversion when discussing the need to change with others
- 💡 I know that large samples are more precise than small samples; and that small samples yield extreme results more often
- 💡 I immediately question impressions and easy conclusions - negating those that don't fit my value system
- 💡 I know that sometimes patterns seem to emerge in what are still random occurrences
- 💡 I verify the reliability of information before forming my point of view
- 💡 I leverage priming and anchoring to set the context for positively influential conversations
- 💡 In negotiations, I will never counter outrageous offers, but rather resolve to simply not continue until something more reasonable is established
- 💡 I pay attention to my environment and the subtle influences that are exerted on my thoughts and behaviors
- 💡 I resist impulses and maintain vigilance against my biases
- 💡 I realize that everyone believes that they are contributing more than they are recognized for contributing
- 💡 I know that people form opinions and make choices that directly express their feelings and their basic tendency to approach or avoid - often without knowing that they are doing so
- 💡 I know that people often substitute how they feel for what they think
- 💡 When faced with doubts about the quality of evidence, I let my judgment about probability stick close to the base rate
- 💡 I am careful about making predictions based on representativeness over solid facts
- 💡 I know that adding detail to forecasted scenarios makes them more persuasive, but less likely to come true
- 💡 I am careful to distinguish between plausibility and probability
- 💡 I understand that often less is more - that removing elements from a set can sometimes improve overall value
- 💡 I recognize that performances and outlying results tend to regress toward the mean (worst gets better and best gets worse)
- 💡 I develop mastery of skill and experience that enables reliable intuition
- 💡 I examine my intuitive judgments to determine if reliable evidence played a factor
- 💡 I avoid letting the evaluation of current evidence serve as the sole basis for predicting future outcomes
- 💡 I leverage correlation to determine how much to move from baseline to intuitive prediction
- 💡 I watch for bias in my thinking and judgments
- 💡 I guard against letting flawed stories of the past (narrative fallacy) shape my views of the world and expectations for the future
- 💡 I pay attention to my ignorance and accept that the world doesn't necessarily make sense (is not tidy, simple, predictable or coherent)
- 💡 I stay alert for hindsight bias (I knew it all along)
- 💡 I avoid outcome bias - and evaluate the quality of decisions based on the soundness of the process, not by whether the outcome was good or bad
- 💡 I leverage evidence to build beliefs - which then no longer require evidence
- 💡 I maintain an unshakable belief in my ability to succeed because I'm constantly surrounded by others on the same journey
- 💡 I avoid arrogance and overconfidence by staying alert for the illusion of my own skill and validity
- 💡 I seek mastery, but never claim expertise
- 💡 I believe that reality emerges from the interactions of many different agents and forces, including blind luck, often producing large and unpredictable outcomes

- 💡 I know that simple algorithms and statistics outperform human judgment
- 💡 Unnoticed stimuli in my environment have a substantial influence on my thoughts and actions - these influences fluctuate from moment to moment
- 💡 I leverage simple formulas to help solve problems - given the same input, they always return the same answer
- 💡 I develop and test for the independent characteristics that are most relevant to desired performance
- 💡 I know that intuition is nothing less than recognition
- 💡 I recognize that learned fear is even more easily acquired than learned hope
- 💡 I know that the acquisition of expertise in complex tasks is intricate and slow because it is a large collection of mini-skills, rather than a single skill
- 💡 I know that intuition cannot be trusted in the absence of stable regularities in the environment
- 💡 I develop intuitive expertise by increasing the quality and speed of feedback; and opportunities to practice
- 💡 I understand the difference between short-term anticipation and long-term forecasting
- 💡 I elicit information from a group by starting with confidentially collecting each person's judgments before moving to public discussion
- 💡 I watch for the dangers of only leveraging the inside view (focusing on specific personal circumstances and experiences) over the outside view (external examples from reference class)
- 💡 I avoid planning fallacy by recognizing when plans are unrealistically close to best-case scenarios; and could be improved by consulting statistics of similar cases
- 💡 I check my plans against similar activities to avoid being overly optimistic
- 💡 I am optimistic, but not overconfident
- 💡 I consider and plan for uncertainty
- 💡 I leverage premortems to work backward to identify potential issues with plans before implementation
- 💡 I know that every significant choice I make in life comes with some uncertainty
- 💡 I leverage framing to positively influence the mindset of others
- 💡 I maintain an open mind - particularly about things that I think I have decided to accept as true
- 💡 I know that people become risk seekers when all their options are bad
- 💡 I recognize that people dislike losing (loss aversion) more than they like winning
- 💡 I know that people are biased toward maintaining their status quo
- 💡 I regularly position opportunities as remedies to threats and losses because I know that the brain gives priority to bad news
- 💡 I ensure the long-term success of relationships by avoiding negativity and creating positive interactions at least 5 times more frequently
- 💡 I focus the attention of others on the negative consequences of not reaching their goal because I know that loss aversion is much stronger winning
- 💡 I seek win-win solutions (pie expansion) and avoid situations where my success imposes losses on others
- 💡 I create possibility for others - enabling them build excitement for dormant dreams
- 💡 I look for ways to leverage the power of certainty as part of all negotiations
- 💡 I avoid overweighting improbable outcomes (minimizing the need for insurance and the urge to gamble)
- 💡 I appeal to emotion and logic because I know that people are not perfectly rational choosers or decision-makers
- 💡 I know that people are poor judges of probability due to emotion and ability to easily visualize rare outcomes
- 💡 I describe outcomes in terms of frequency when I want to amplify effect; in terms of probability, risk or chance percentage when I want to diminish
- 💡 When evaluating the probability of an event, I pay specific attention to alternative outcomes and ensure that probabilities add to 100%
- 💡 I look at the big picture and leverage broad framing to minimize loss aversion
- 💡 I apply risk policies to overcome insuring against improbable losses (embed risky choice in a set of similar choices)
- 💡 I know that money is often a proxy for points on a scale of self-regard and achievement
- 💡 I measure my self-worth in purpose, passion and pride - not money
- 💡 I avoid intense regret from the disposition effect (selling winners rather than losers) and the sunk-cost fallacy (continuing to support losing investments) by honestly examining alternatives and the possibility for regret before taking action
- 💡 I avoid overweighting abnormal events - they have a low probability of occurring and don't deserve much of my attention