



Lesson Manuals

Lesson 1: Explore the inner workings of the mind

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In today's polarized climate, it sometimes feels as though everything has become divisive. Whether you're reading the news, watching your favorite late-night show, or scrolling through social media, outrage can feel impossible to avoid.

Everyone seems to have an opinion about everything, and with one wrong word or statement, friendly discussions can descend into shouting matches.

For example, have you ever had the following experience...

You're having a disagreement with someone, and you're absolutely certain that you're right. But no matter how hard you try to convince the other person, and no matter how compelling your arguments are, the other person just won't change their mind!



Sound familiar?	
Yes	No
	Lucky you!



It's extremely common for two well-intentioned, well-informed people to end up with very different beliefs — and to find it impossible to convince each other to change.

In these moments, we may assume that the other person is ignorant, a bad person, or being intentionally difficult. Because otherwise, they would agree with us!

But for all we know, the other person may be thinking the exact same thing about us.

This phenomenon can be both frustrating and bewildering. Especially because this is usually the opposite of what most people want from these conversations.

According to the research conducted by the organization More in Common, 77% of Americans are actually tired of being so divided, and believe that we can find common ground.

So, it's not that people don't want to come together and understand each other. More often than not, the problem is that they just don't know how to see eye-to-eye.

Why is that?

The answer stems from how our brains work.

In many ways, our ancient brains are poorly suited for our modern world.

We're living in the most advanced civilization in human history, surrounded by astonishing technology. But our most important piece of tech — our brain — hasn't been updated fast enough to keep up!

Our brains evolved for life in small groups, where our primary focus was survival. Back then, the speed of our instincts determined whether we'd be having dinner, or whether we'd be dinner.



To help us survive and move through the world efficiently, our brain developed some mental "shortcuts." As we'll soon see, these mental shortcuts are incredibly useful. But they can also lead us astray.

Yikes

But not to worry — we'll equip you with the tools to recognize when these shortcuts are causing problems and gain more control over your own thinking processes.



Over the course of this program, you'll increase your understanding of why you think and feel the way you do.

You'll also learn — and practice — skills to communicate and connect with others more effectively.

We're going to begin by exploring the inner workings of the mind. We'll show you how the particular way in which our brains are wired leads us to moments of irrationality. We'll explain how this affects the way we interpret information, and how it can lead to seemingly intractable disagreements.

By the end of this lesson, you'll be able to:

- Understand the tricks that our minds often play on us
- Recognize how these tricks impact our decision-making and interactions with others
- Identify when you're falling for these tricks
- Practice techniques to overcome them

Ready to get started?

Let's do it!



Decades of research in social psychology have validated one of the most universal pieces of wisdom across cultures and eras:

We're all self-righteous hypocrites.

Who, me?

Yes, you!

We tend to think we're right even when we're wrong, and we enjoy pointing out the hypocrisy of others despite being blind to this fault in ourselves.

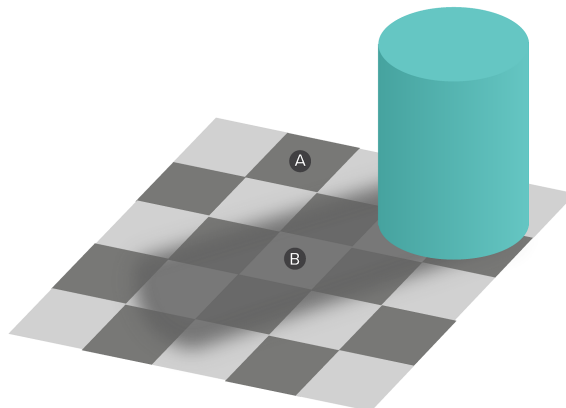
It's nothing to be ashamed of. Everyone does this.



But why does this happen?

It stems from the way our brains work, and our susceptibility to irrationality. To explain this phenomenon, let's begin by doing a quick exercise.

Take a look at this image:



Are the squares "A" and "B" the same color?

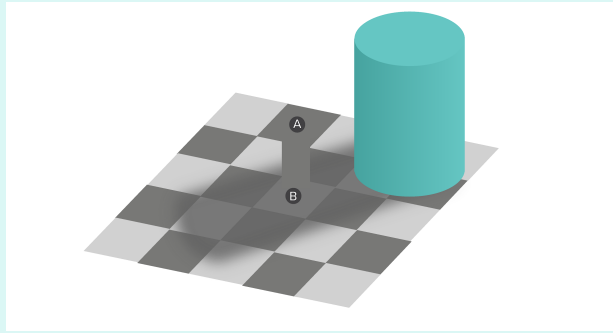
Yes

Well done! Most people think they're different colors, but they're actually the same!

No

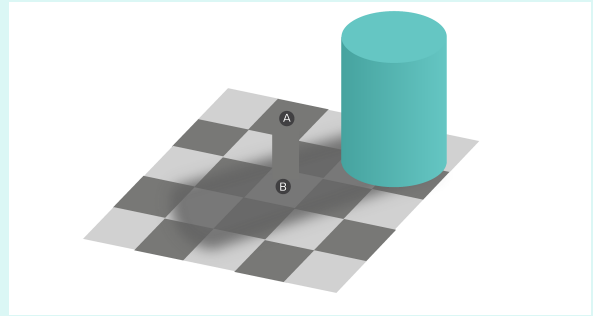
Nope! In fact, they're the same!

We're not purposely tricking anyone — this truly is a visual illusion.



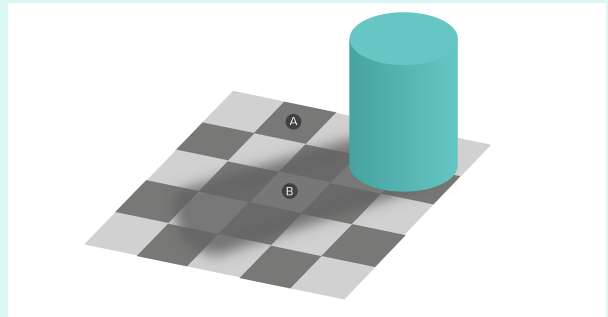
The image is cleverly designed to give off the appearance that the turquoise cylinder is casting a shadow on the checkerboard. This causes us to perceive the "B" square as lighter than the "A" square.

When we draw a rectangle connecting the two squares, it breaks the illusion. We can now see that our vision was initially deceiving us.



Wait, what?
Can I see the original image again?

The two colors look different again!
But they're not...



For those of us who were tricked by this illusion, our intuition still tells us that the colors are different even though we now know they're the same. No matter how hard we try, the visual illusion continues to fool us.

Why does this matter?

Most of us use our vision during all of our waking hours. A huge portion of our brain is dedicated to visual processing. But despite being expert-level seers, we can be fooled by visual illusions, because our vision is prone to consistent and predictable mistakes.

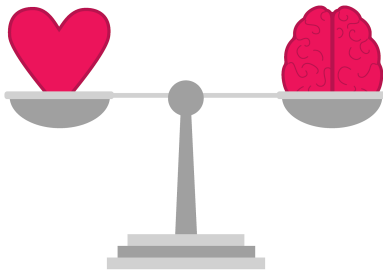


If we make these mistakes with something that we're so good at, just imagine how many mistakes we make when it comes to things that we're not as good at — like complex judgment and decision-making.

When it comes to making judgments and decisions, we're more likely to make mistakes and we're also more likely not to be aware of those mistakes.

We can make choices that don't make sense from a rational perspective and aren't in our best interest, without even realizing it!

Where do these irrational tendencies come from?



Two "types" of thinking

Have you ever felt internally divided about something? Like you had two different voices in your head pulling you in opposite directions?

There's a reason we all experience this...

According to psychologists, the mind is divided into two parts that sometimes conflict. These parts are known as **automatic** and **controlled** thinking.

Does this content seem familiar to you?

You might already be familiar with some of the concepts and techniques covered in Perspectives. That's especially true in this first lesson, which provides an introduction to some fundamental psychology principles.

If so, that's great! We think these ideas are important enough that we could *all* benefit from reinforcing them in our memory. In the process, you may come across new ways of understanding these ideas or applying them to your own life.

As we progress through the program, we'll move beyond the basics into more advanced material.

What's the difference between them?

Automatic Thinking





Automatic thinking represents our *emotional and intuitive side*. You can understand this as our "autopilot mode."

It includes all of the things our minds do automatically, without us being aware that any "thinking" is involved.

For example, imagine you were hiking and you suddenly came across a huge mountain lion. Would you "think" about how you should feel, or whether or not you should run?

No! You would instantly feel afraid, and your feet would probably start moving automatically.

Automatic thinking is...

-  Fast
-  Unconscious
-  Automatic
-  Emotional





Ok, then what's controlled thinking?

Controlled Thinking

Controlled thinking represents our conscious reasoning. It's often thought of as our *rational, or more logical side*.

For example, imagine you're exploring some new hiking trails, and a friend asks you to plan out the best route to avoid running into mountain lions. You'd have to concentrate and put in some effort — you wouldn't just do this automatically.

Controlled thinking is...

-  Slow
-  Conscious
-  Effortful
-  Logical

Let's review briefly.

Which of the below is an example of automatic thinking?

Smiling when someone says something funny



Exactly!









Putting together a standup comedy routine



Not quite. Putting together a standup comedy routine requires focus and attention. It's not something that can just happen without you really trying. That's why it's actually an example of **controlled thinking**.

In contrast, when someone says something you think is funny, you automatically smile in reaction. You don't need to consciously think about doing it, which is why it's part of our **automatic thinking**.

Here's a helpful summary graphic to compare automatic and controlled thinking:

Automatic Thinking	Controlled Thinking
 Fast	 Slow
 Unconscious	 Conscious
 Automatic	 Effortful
 Emotional	 Logical

Our automatic and controlled thinking generally work together. But sometimes, they come into conflict.

To help you understand the relationship between these two parts of our mind, we're going to share a useful metaphor...

What is it?

The elephant and the rider

The mind is like a large elephant with a small human rider sitting on top of it.

The **elephant** represents our **automatic thinking** — our emotions, intuitions, and other processes that occur automatically and unconsciously.

The **rider** represents our **controlled thinking** — our conscious, rational thinking that requires effort.

The key to this metaphor is that it helps us remember the power imbalance between the two parts of our mind.



We tend to think that we're highly rational, so we'd like to think our riders are holding the reins and telling our elephants where to go. But in reality, the rider is much smaller and much less powerful than the elephant.

While it can control the elephant, most of the time, it just follows the elephant's lead.

What do you mean?

Have you ever made a plan to do something and not followed through with it?

For instance, have you ever broken your diet, procrastinated despite an important deadline, or stayed up way too late watching your favorite TV show?



If so, you've experienced the overwhelming power of the elephant. The little voice in your head telling you to do the responsible thing is your rider.



That powerful craving for instant gratification is your elephant. And we all know — sometimes to our great regret — how powerless we can be to the pull of our elephants.

Let's do a quick review.

Okay

Imagine that you have a big meeting at 9am tomorrow, so you set your alarm for 8am to make sure you have enough time to get ready. In the morning, your alarm goes off, but instead of getting up, you hit snooze.



When hitting snooze, which part of your mind was in control: your elephant or your rider?	
Elephant	Rider
 Nicely done!	 Not exactly.

Your rider wants you to get out of bed so you can get to your meeting on time. Your rider is the one that planned what time you needed to wake up and set the alarm in the first place.

On the other hand, your elephant had an impulsive urge to go back to sleep, and it won the battle.

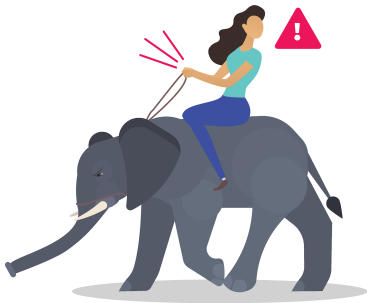
So, is the elephant good or bad?

Neither! Our elephant is an integral part of our mind and of the human experience.

It takes care of almost all of our mental processes throughout the day. This includes plenty of things we take for granted that are essential for our basic functioning (like regulating our breathing and keeping our heart beating).

This is good news — it means that our controlled thinking only has to "kick in" when it's needed. (Imagine if you had to think deeply every time you blinked. How would you ever be able to get anything done?)

Because our elephants handle all of this stuff in the background, our riders can focus on doing things that require time and attention, like critical thinking.



But because our elephants do so much without us even realizing it, they sometimes get us into trouble. When they make snap judgments on the basis of our *emotions and intuitions*, they don't always get things right, especially when it comes to interpreting information.

Our elephant can take off in the wrong direction without our rider even noticing. Let's do a thought experiment to see this in action. Ready?

Let's do it!

Imagine that you need to buy a car as soon as possible. You find a used car that's in great condition at an amazing price, and you can drive it right off the lot today!



There's just one hiccup. When you open up the glove compartment, you find a piece of paperwork that reveals that the previous owner of the car was a well-known serial killer.

Would you buy the car?

Yup, this one will do

No thanks, I'll find another one

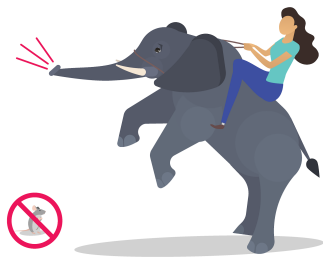
You said "Yup, this one will do."

You said "No thanks, I'll find another one."

Why did you answer this way?

Enter text...

Many people say they wouldn't buy this car, even though it's a great value and they need a car immediately.



Why? They have an immediate reaction that it feels wrong to buy the car because its previous owner was a terrible person. That's the elephant, reacting on the basis of raw emotion.

Afterwards, their rider may come up with reasons to justify their elephant's impulses. For example, they might tell themselves, "I didn't really like that car much anyway!"

Even if the rider can't come up with truly compelling reasons not to buy the car, their elephant ultimately calls the shots.

What's going on here?

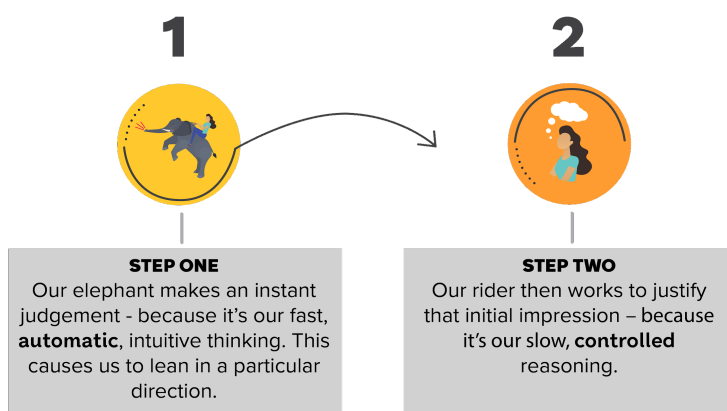
There's an important principle to remember:

Our intuitions come first, our reasoning comes second.

We tend to think of our riders as objective judges searching for truth. So, we tend to believe we reach our conclusions through careful deliberation and rational thinking.

But that's often not what's really happening. In fact, our riders are more like inner lawyers, who find reasons that defend the beliefs our elephants have already arrived at.

Usually, our reasoning and decision-making processes work like this:



This process happens so quickly and seamlessly, that we don't even realize it! We're often left with the illusion that we came to a decision through rational deliberation.

This is why we often spot others behaving irrationally but don't recognize this in ourselves. It's much harder for us to detect these mistakes in our own thinking.

But why does this happen?

Cognitive biases

As we mentioned earlier, our elephant is constantly working as quickly as possible to process information about what we're experiencing. In order to do this most efficiently, it uses a number of *mental shortcuts*.

The problem is, these shortcuts can lead to consistent and predictable mistakes in our judgment and decision-making.



Psychologists call these mistakes **cognitive biases**. They're kind of like visual illusions, but in our thinking.



Just as we can be fooled by a visual illusion, our minds often play tricks on us without us even realizing it. We may believe that our rider is in control, when our elephant is actually the one in charge.

This is what leads us to moments of irrationality. And this doesn't just apply to mundane things like waking up to an alarm. Our elephants play a powerful role in all of our reasoning and decision-making — even when it comes to important things like morality, ethics, and politics.

Let's review

Which statement is more accurate?	
People draw conclusions on the basis of rapid emotions and intuitions, and later use reasoning to justify those conclusions	People usually reach conclusions by carefully and objectively reasoning about the facts of the situation
	
That's right!	Not quite.

Like lawyers, our riders are really good at digging up and spinning information in exactly the right way to support our intuitions.

In fact, we tend to search for information that confirms our existing beliefs and avoid evidence or opinions that contradict us.

Really?


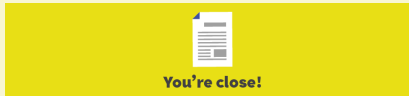

Confirmation bias

It turns out that our mind does this systematically through a cognitive bias called **confirmation bias**: the automatic tendency to interpret and seek out information in a way that confirms what you already believe.



For example, during election season, we tend to seek out information that makes our favorite candidates look good and we ignore information that makes them look bad.

And — surprise! — we do the exact opposite with candidates we dislike. We pick up on information that villainizes them and dismiss any shred of evidence that might paint them in a good light.

To recap, which of the below reflects how people usually evaluate information? [Select as many as apply]	A. We tend to interpret information in a way that aligns with what we want to believe		
	B. We tend to interpret information selectively, by paying attention to what we want to believe and ignoring what we don't want to believe		
	C. We tend to evaluate information objectively, even if it disconfirms what we already believe		
Both A & B	A or B (not both)	Any answer combo that includes C	
<div></div> <p>Exactly! Our default way of thinking is prone to confirmation bias.</p>	<div></div> <p>You're close!</p>	<div></div> <p>Not quite.</p>	
<p>We'd like to think that we evaluate information objectively, but confirmation bias often creeps in — without us even being aware of it!</p> <p>Instead, we tend to interpret information selectively, in a way that aligns what we want to believe. We do this by paying attention to what we want to believe and ignoring what we don't want to believe. But we can overcome our confirmation bias with intentional effort. We'll share more about this soon!</p>			

This type of biased thinking happens all the time in our daily lives.
Don't believe us? Let's do an example!

Okay

Imagine you run into a co-worker.
You don't know her very well, but you've heard people
say she's not a very nice person.

She says the following to you: "How's it going? You look
tired... Maybe you should consider going home early
today and skipping the rest of your meetings."



How do you take her comment?

A. "I feel insulted. Her comment confirms what I thought about her already. It's clear my co-worker is saying I look bad and that I'm not capable of handling my workload."

B. "I feel appreciative. Her comment goes against what I thought about her. It seems like my co-worker is expressing concern and looking out for me."



Now imagine a different scenario...

You run into a co-worker. You don't know her very well, but
you've heard people describe her as a kind and caring person.

She says the same thing to you: "How's it going? You look
tired... Maybe you should consider going home early today
and skipping the rest of your meetings."

How do you take her comment?

A. "I feel insulted. Her comment confirms what I thought about her already. It's clear my co-worker is saying I look bad and that I'm not capable of handling my workload."

B. "I feel appreciative. Her comment goes against what I thought about her. It seems like my co-worker is expressing concern and looking out for me."

In both cases, the situation is ambiguous and could be interpreted
in two different ways. Let's unpack how you responded to the
two scenarios:



A, then B	B, then A	B both times	A both times
<p>When someone you've heard is very kind made the comment, you felt appreciative, and you interpreted what she said as further evidence for her being a nice person. But when it was a person who you already thought about negatively, you felt insulted and interpreted the comment as further evidence that she was not a nice person.</p> <p>This is confirmation bias in action! Even though the situation was exactly the same, you responded to the two scenarios differently based on your prior opinions. You used the information provided to confirm what you already thought in the first place.</p>	<p>You responded to the two scenarios differently. When someone you've heard is very kind made the comment, you felt insulted and interpreted what she said in a negative way. When it was a person who you already thought about negatively, you felt appreciative and interpreted what she said in a positive way.</p> <p>This is actually opposite of what most people do. Even though the situation was exactly the same, most people use the information provided to confirm what they already thought in the first place — that their friend is kind and caring and that the other person is mean. They engage in confirmation bias.</p>	<p>You responded to the two scenarios in the same way. Nicely done! It seems that you didn't let confirmation bias lead you to interpret the comment differently based on your prior beliefs. In both cases, you also gave the other person the benefit of the doubt — great job!</p> <p>Most people tend to feel appreciative and interpret the comment positively when it is someone they've heard is very kind, and feel insulted and make a negative interpretation when it is someone they have negative opinions about. Even though the situation is exactly the same in both cases, people use the information provided to confirm what they already thought in the first place — they engage in confirmation bias.</p>	<p>You responded to the two scenarios in the same way. It seems that you didn't let confirmation bias lead you to interpret the comment differently based on your prior beliefs.</p> <p>That being said, you assumed the worst intentions of the other person in both cases. In the future, you may want to try giving people the benefit of the doubt before jumping to conclusions — more on this later!</p>

Confirmation bias is everywhere. It helps explain why people disagree so much, and why we disagree about basic facts.

Tell me more!



Today, you can search for practically anything online and find a website or blog that will offer reasons to believe whatever you want to believe. The same thing applies if you don't want to believe something.

The news media is often criticized for contributing to this problem. People tend to gravitate towards news outlets that reinforce their own worldview. This feeds confirmation bias — it feels good for people to read information that confirms what they want to believe.

But the more people stick to different news outlets that support conflicting worldviews, the more people lose a shared set of facts and a shared sense of reality. Fun times.

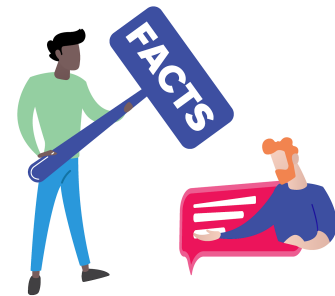
Yikes! No wonder people seem so divided!

The importance of emotions in disagreements

Yikes, indeed! Oftentimes when we disagree with people, both sides are hurling arguments at the other person's rider — their rational side — without paying attention to the other person's elephant — their emotional side.

We fixate on trying to convince the other person through arguments and logic without spending time on how the person actually feels about the issue.

But as we know, the elephant's in control. No matter how good your reasons are, if you don't pay attention to another person's elephant, it's rare that they will change their mind.



That's part of why moral and political arguments can become so frustrating! This also helps explain why two well-intentioned, well-informed people can look at the same set of facts and reach vastly different conclusions.

There's a powerful, counterintuitive lesson to keep in mind...

What is it?

You need to appeal to someone's elephant before you can move their rider.



Throughout the course of this program, we're going to teach you skills to be more effective at appealing to other people's elephants. But before we do that, we're going to equip you with tools to rein in your own elephant.

We're all prone to irrationality — it's just how we're built! But that doesn't make us powerless. We can train ourselves to notice when our elephant is running the show, and then put our rider back in control.

You can approach this like an elite athlete: by developing a habit through practice, practice, and more practice.

Sounds good

Life Hacks

Throughout Perspectives, we'll give you practical tips so you can start applying what you're learning in your daily life. We call them *life hacks*. For this lesson's life hack, you will learn a method for challenging your biases.



The most effective way for us to challenge our confirmation bias is to pause and look for arguments that go *against* what we're initially predisposed to believe. And to try our best to examine those viewpoints as objectively as we can.

Are you ready to learn the life hack?

Yes!

Taking the Reins

This life hack is inspired by the work of the author and economist Caroline Webb. We call it **Taking the Reins**.

The goals of Taking the Reins are to identify whether our elephant playing any tricks on us, and to put our rider back in control.



is

Once you understand how the elephant works — that it's automatic, emotional, and intuitive — you can recognize clear warning signs that your elephant is running the show.

We can begin by paying attention to these signs. If we notice any of them, we can then hit pause. By slowing down, our rider — our controlled thinking — has a chance to catch up.

Finally, we can challenge the biases of the elephant and put our rider back in control.

How does it work?

Here's our 3-step method to Take the Reins: **Detect, Pause, Correct**.

Step 1. Detect when your elephant is taking charge

Here are some warning signs this might be happening:



You feel:

- Flashes of deep emotion
- Your heart starts to beat faster
- Your body starts to tense up

You think extreme things like:

- "This is obviously right (or obviously wrong)"
- "Everyone agrees that..."
- "There's only one possible way to think about this"



Step 2. Pause to slow down

Try taking some deep breaths. This calms your elephant down, so your rider can regain control.



Step 3. Correct your elephant's missteps

You can do this by asking yourself tough questions, like:

- "What's another way to look at this?"
- "Could there be an exception to my conclusion?"
- "If I was forced to poke a hole in my belief, what would I say?"

Let's see this in practice

Let's Practice

This exercise is tailored to the learner's political preference.
(If they have no preference, we'll randomly select one version for them.)

**Learners who self-identify as
liberal or moderate see...**

**Learners who self-identify as
conservative or liberatarian see...**

Imagine that you're having lunch with a friend, and you happen to overhear a conversation nearby. You hear your co-worker, Jackie, make the comment,



"We need to limit immigration. When there's a lot of immigration, it can lead to lower pay for American workers."

Your friend leans over to you and whispers, "I can't believe she's against immigrants." Maybe you share your friend's reaction, and you're irritated.

It's possible you think to yourself, "How could she say that?!" You decide that Jackie is obviously a racist. Any reasonable person would agree.


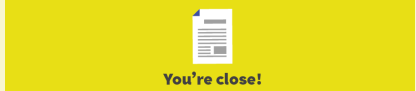

"It's terrible that some people in our country are billionaires while other people are struggling to buy food for their kids. Major gaps in wealth make people less happy. The government needs to drastically raise taxes on the wealthy."

Your friend leans over to you and whispers, "I can't believe she wants to punish hard-working, successful people!" Maybe you share your friend's reaction, and you're irritated.

It's possible you think to yourself, "How could she say that?!" You decide that Jackie is obviously a socialist. Any reasonable person would agree.

If so, hold up. This is a prime opportunity to Take the Reins. After all, phrases like "Everyone agrees..." is a sign your elephant is talking.

Step 1: Detect when your elephant is taking charge.

What could be some additional signs that your elephant is trying to control you? [Select as many as apply]	A. Your heart is beating a little faster than before		
	B. You roll your eyes at Jackie		
	C. You reflexively think, "Wow, Jackie must be ignorant"		
	D. You wonder, "Is there evidence to back up Jackie's opinion?"		
A, B, & C	A or B or C (or A&B, B&C, A&C)	Any answer combo that includes D	
 Exactly! When your elephant is in charge, you're likely to react without thinking and jump to conclusions.	 You're close!	 Not quite.	

The following three reactions are warning signs that your elephant might be in control:
Having an elevated heartbeat, rolling your eyes, or jumping to conclusions about your co-worker.

On the other hand, if you're considering whether there's evidence to support your co-worker's opinion, that's a sign that your rider is already attempting to take the reins.

So once I've taken notice, then what?

Step 2: Pause to slow down

For a few seconds, focus your attention on the physical sensation of breathing. Notice the air moving through your nose or mouth. Feel your belly and chest rise and fall.

Pausing for a few moments will help you prepare to challenge your elephant.



I'm ready to move on

Great! Let's practice the last step of Taking the Reins.

Step 3: Correct your elephant's missteps.

Let's recap the situation:

Learners who self-identify as liberal or moderate see...	Learners who self-identify as conservative or libertarian see...
You hear your co-worker, Jackie, make the comment, "We need to limit immigration. When there's a lot of immigration, it can lead to lower pay for American workers."	You hear your co-worker, Jackie, make the comment, "It's terrible that some people in our country are billionaires while other people are struggling to buy food for their kids. Major gaps in wealth make people less happy. The government needs to drastically raise taxes on the wealthy."
Your friend leans over to you and whispers, "I can't believe she's against immigrants."	Your friend leans over to you and whispers, "I can't believe she wants to punish hard-working, successful people!"
Maybe you think to yourself, "How could she say that?!" You decide that Jackie is obviously a racist. Any reasonable person would agree.	Maybe you think to yourself, "How could she say that?!" You decide that Jackie is obviously a socialist. Any reasonable person would agree.

What are some questions you could ask yourself
to challenge your assumptions about Jackie?

Enter text...

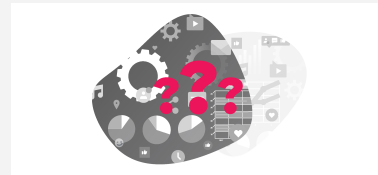
Thanks for sharing. Despite your initial assumption, Jackie is herself a daughter of immigrants. She volunteers twice a week at a local library teaching English language classes to people who recently arrived in America. She also donates regularly to civil rights organizations.

Jackie values immigrants' contributions to our culture and national identity, but she believes in some limitations on immigration in order to increase the wages and job security of workers who are already here.

Thanks for sharing. It turns out that Jackie's parents are proud entrepreneurs who own a chain of bakeries. Jackie used to spend hours as a kid helping out at the family business, and appreciates the value of hard work.

Jackie wants to increase tax rates on the wealthiest Americans, but she only supports bringing them up to where they were under Richard Nixon, a Republican president and a capitalist.

Could it be that this issue
isn't so black or white after all?



You can agree or disagree, but having that position — that more immigration might mean lower pay for American workers — doesn't automatically mean that someone is ignorant or a racist.

You can agree or disagree, but having that position — that major gaps in wealth make people less happy — doesn't automatically mean that someone is ignorant or a socialist.

Now that your rider is in control, you can calmly respond to what Jackie said, instead of reacting in a way you might regret.

To summarize what we've learned...

Review

We're a lot less rational than we'd like to believe. Humans are prone to consistent biases in our judgment, but we're usually completely blind to them.



We have a tendency to think that others are being irrational, stubborn, or hypocritical, while we think of ourselves as being rational, logical, and virtuous. Elephant much?

But by challenging our biases, we can help our riders gain control. Admitting when our brains have played tricks on us — rather than clinging to our initial beliefs or defending them out of pride — means we have the potential to make better decisions and build stronger relationships.

What's next?

What's ahead in Perspectives?

We now recognize that our deep underlying intuitions and emotions play a powerful role in shaping how we interpret information and reach conclusions.



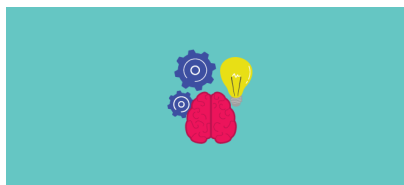
The question remains: Where do our intuitions come from and why do they differ from other people's? We'll answer these questions in the following lesson.

We'll then focus on helping you develop specific skills to help you navigate disagreements. By the end of Perspectives, you'll have a robust mental toolkit that will prepare you to engage in challenging conversations and be more in control of your own thoughts and emotions.

Is there a way to start practicing now?

There is! You can start practicing our first life hack: Taking the Reins.

In the next week, look out for moments where you could try applying this life hack. This could be during a conversation you have with someone, or on your own when you're watching the news or scrolling on the internet.



Remember to:

1. **Detect** when your elephant is taking charge
2. **Pause** to slow down
3. **Correct** your elephant's missteps

Sounds good

Self-Reflection

Before we wrap up, let's do some brief self-reflection.

What's the key takeaway you learned from this lesson?

Enter text...



In the upcoming week, how will you implement this key takeaway in your work?

Enter text...

I'm done



That's it for Lesson 1!

We'll send you a summary of the material in this lesson in 24 hours.

If you'd like to view the sources for the facts included in this lesson, you can always check out the References from your Additional Resources.

In Lesson 2, we'll learn more about where our moral intuitions come from, and why our elephants lead us in particular directions. We'll also learn helpful techniques to help our riders gain more control.