

THE JOY OF BEING WRONG

@EMMABOSTIAN

6,000

THOUGHTS PER DAY

6.5

THOUGHTS PER MINUTE

**HUMANS ARE
LAZY**

**HUMANS ARE
LAZY**

**FAILING TO RETHINK CAN
HAVE CATASTROPHIC
OUTCOMES.**

**FAILING TO RETHINK CAN
HAVE CATASTROPHIC
OUTCOMES.**

PHOTO BY [THAI NGUYEN](#) ON [UNSPLASH](#)



PHOTO BY [THAI NGUYEN](#) ON [UNSPLASH](#)



PHOTO FROM WIKIPEDIA



PHOTO FROM WIKIPEDIA





IMAGE GENERATED WITH OPEN.AI



IMAGE GENERATED WITH OPEN.AI



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PHOTO BY DUONGUYEN ON UNSPLASH



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PHOTO BY BRETT JORDAN ON UNSPLASH



Waze



WhatsApp

Slee



PHOTO BY THAI NGUYEN ON UNSPLASH



**YOU MAY THINK
FAILURE TO RETHINK
CORRELATES WITH
HAVING A LOW IQ**

**THE HIGHER YOUR IQ,
THE MORE LIKELY YOU
ARE TO FALL FOR
STEREOTYPES.**

**PEOPLE WITH HIGH IQ
ARE FASTER AT
RECOGNIZING
PATTERNS.**

- **ONE GROUP USED THE SKIN CREAM FOR TWO WEEKS.**

- **ONE GROUP USED THE SKIN CREAM FOR TWO WEEKS.**
- **THE SECOND GROUP DID NOT USE THE CREAM.**

	RASH IMPROVED	RASH WORSENE
USED THE SKIN CREAM	223	75
DID NOT USE THE SKIN CREAM	107	21

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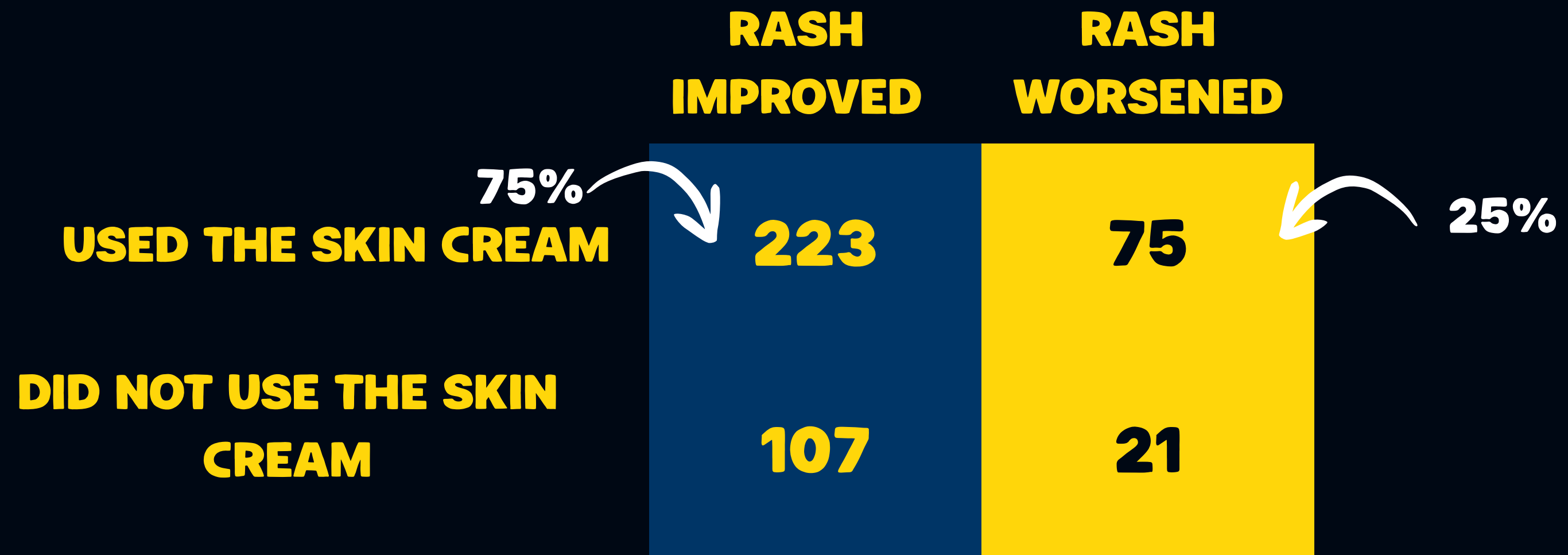
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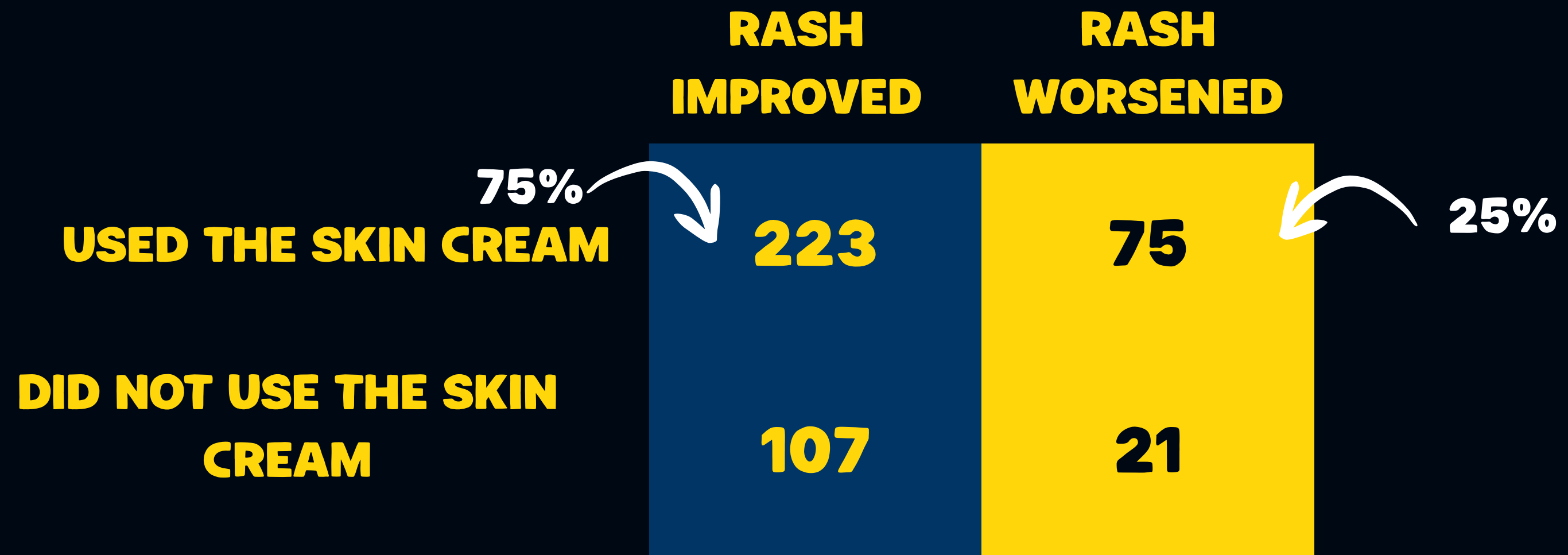
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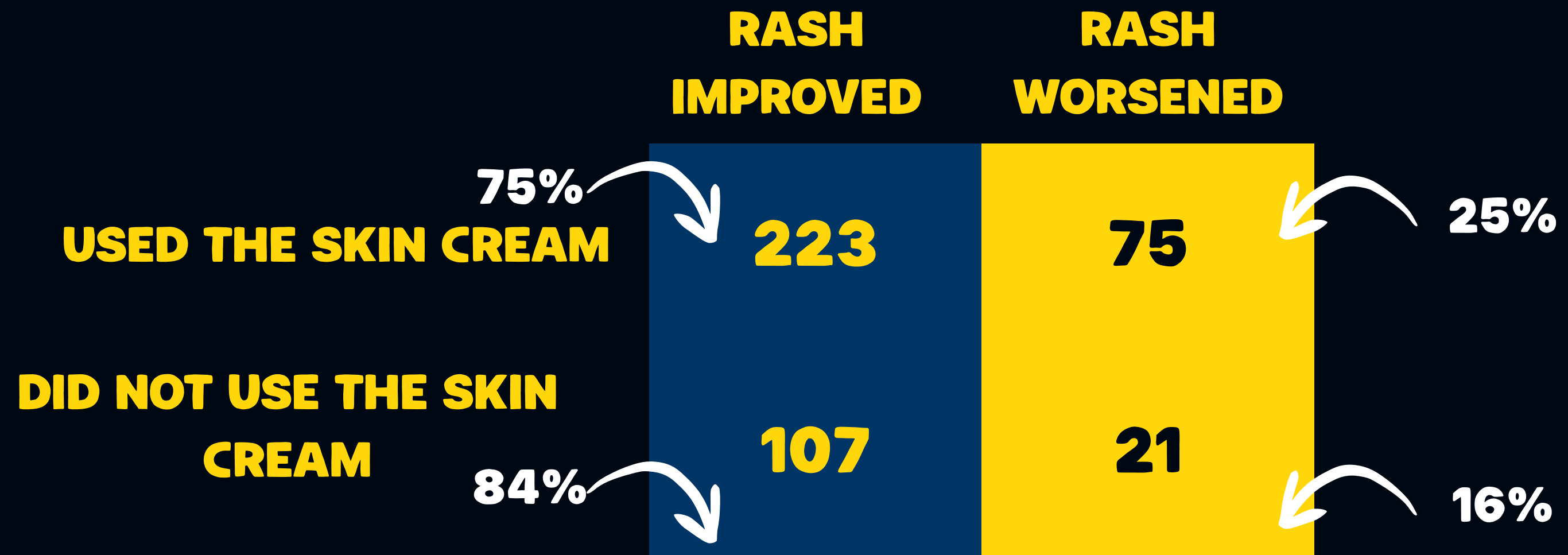
**THE CREAM MADE
THE RASH WORSE.**

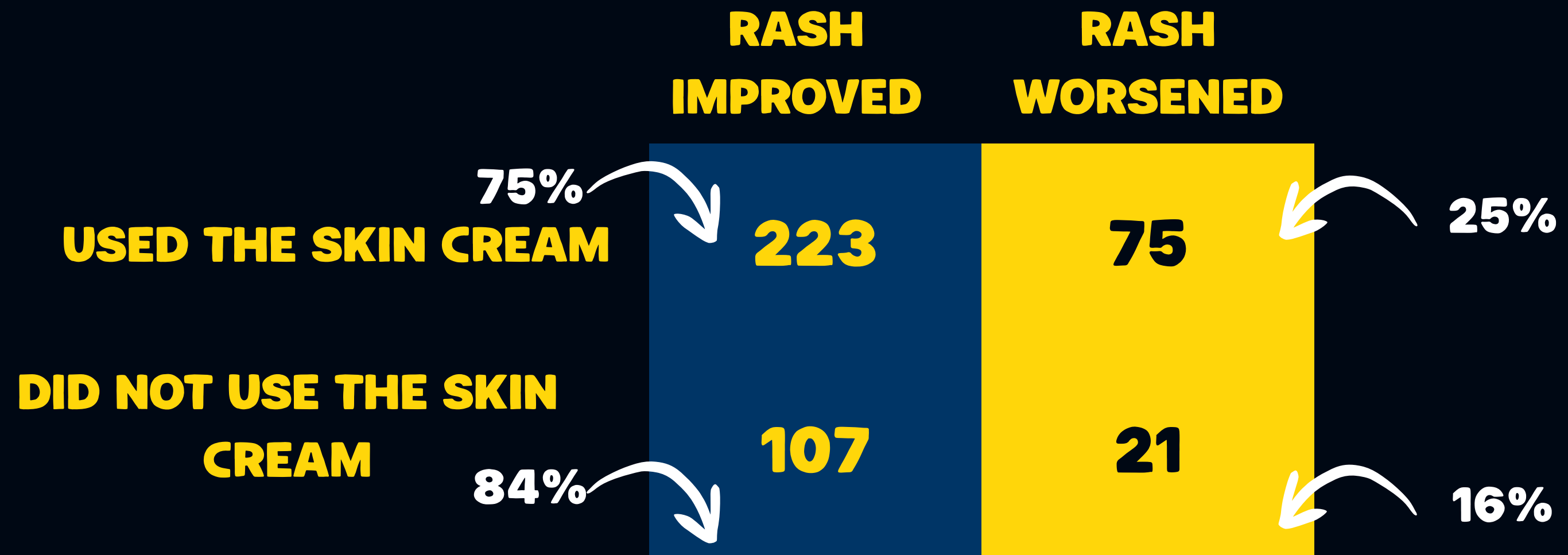
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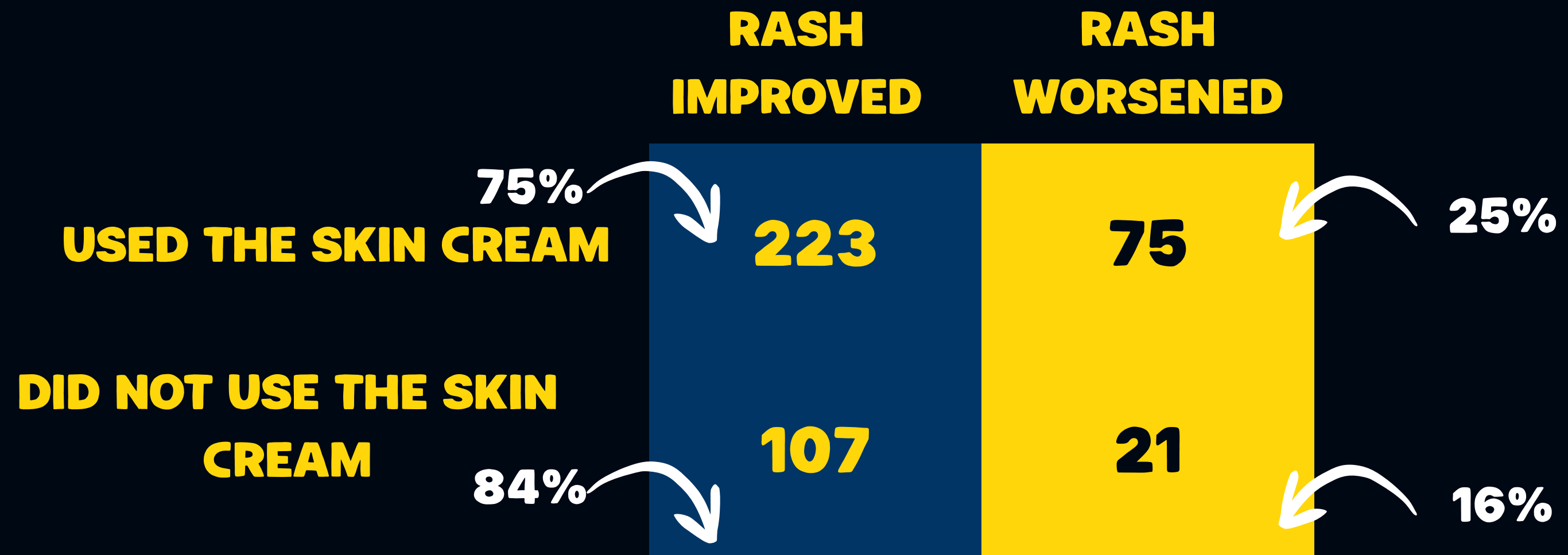
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MOTIVATED NUMERACY AND ENLIGHTENED SELF-GOVERNMENT

YALE LAW SCHOOL, 2017

NON-POLARIZING TOPIC

**HIGH NUMERACY =
MORE ACCURATE**

NON-POLARIZING TOPIC

**HIGH NUMERACY =
MORE ACCURATE**

NON-POLARIZING TOPIC

**HIGH NUMERACY =
MORE ACCURATE**

NON-POLARIZING TOPIC

**HIGH NUMERACY =
MORE ACCURATE**

POLARIZING TOPIC

**HIGH NUMERACY =
LESS ACCURATE**

POLARIZING TOPIC

**HIGH NUMERACY =
LESS ACCURATE**

CONFIRMATION BIAS

CONFIRMATION BIAS

SEARCH FOR REASONS
WE MAY BE WRONG,
NOT REASONS WHY WE
MAY BE RIGHT

PHOTO BY VITALY GARIEV ON UNSPLASH



PHOTO BY ANNIE SPRATT ON UNSPLASH



PHOTO BY ANNIE SPRATT ON UNSPLASH



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PHOTO BY ANNIE SPRATT ON UNSPLASH



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PHOTO BY ANNIE SPRATT ON UNSPLASH



**AS A MANAGER YOU
MUST REASSESS
YOUR BELIEFS.**

**AS A MANAGER YOU
MUST REASSESS
YOUR BELIEFS.**

**DON'T RELY ON THE
SYSTEMS YOU'VE
ALWAYS USED.**

**DON'T RELY ON THE
SYSTEMS YOU'VE
ALWAYS USED.**

**DETACH YOUR
OPINIONS FROM
YOUR IDENTITY.**

**DETACH YOUR
OPINIONS FROM
YOUR IDENTITY.**

**HUMILITY IS NOT
THE SAME AS LOW
SELF CONFIDENCE.**

**CONFIDENCE IS A
MEASURE OF HOW MUCH
YOU BELIEVE IN
YOURSELF.**

**YOU CAN BE CONFIDENT IN
YOUR ABILITY TO ACHIEVE A
GOAL WHILE QUESTIONING
WHETHER YOU HAVE THE
RIGHT TOOLS.**

**ACKNOWLEDGE WHAT YOU
DON'T KNOW.**

**ACKNOWLEDGE WHAT YOU
DON'T KNOW.**

**ACKNOWLEDGE WHAT YOU
DON'T KNOW.**

**BE WILLING TO RETHINK
YOUR TOOLS.**

**BE WILLING TO RETHINK
YOUR TOOLS.**

TEAM &

ORGANIZATION

TEAM &

ORGANIZATION

PHOTOS FROM NASA.GOV/GALLERY



PHOTOS FROM NASA.GOV/GALLERY



PHOTOS FROM NASA.GOV/GALLERY



1. ENVIRONMENTAL CONTROL SYSTEM WAS PRONE TO GAS LEAKS

**1. ENVIRONMENTAL CONTROL
SYSTEM WAS PRONE TO GAS
LEAKS**

**2. ELECTRICAL WIRING WAS POORLY
INSTALLED**

- 1. ENVIRONMENTAL CONTROL
SYSTEM WAS PRONE TO GAS
LEAKS**
- 2. ELECTRICAL WIRING WAS POORLY
INSTALLED**
- 3. CAPSULE HATCH WAS COMPLEX
AND SLOW TO OPEN**

PHOTOS FROM NASA.GOV/GALLERY



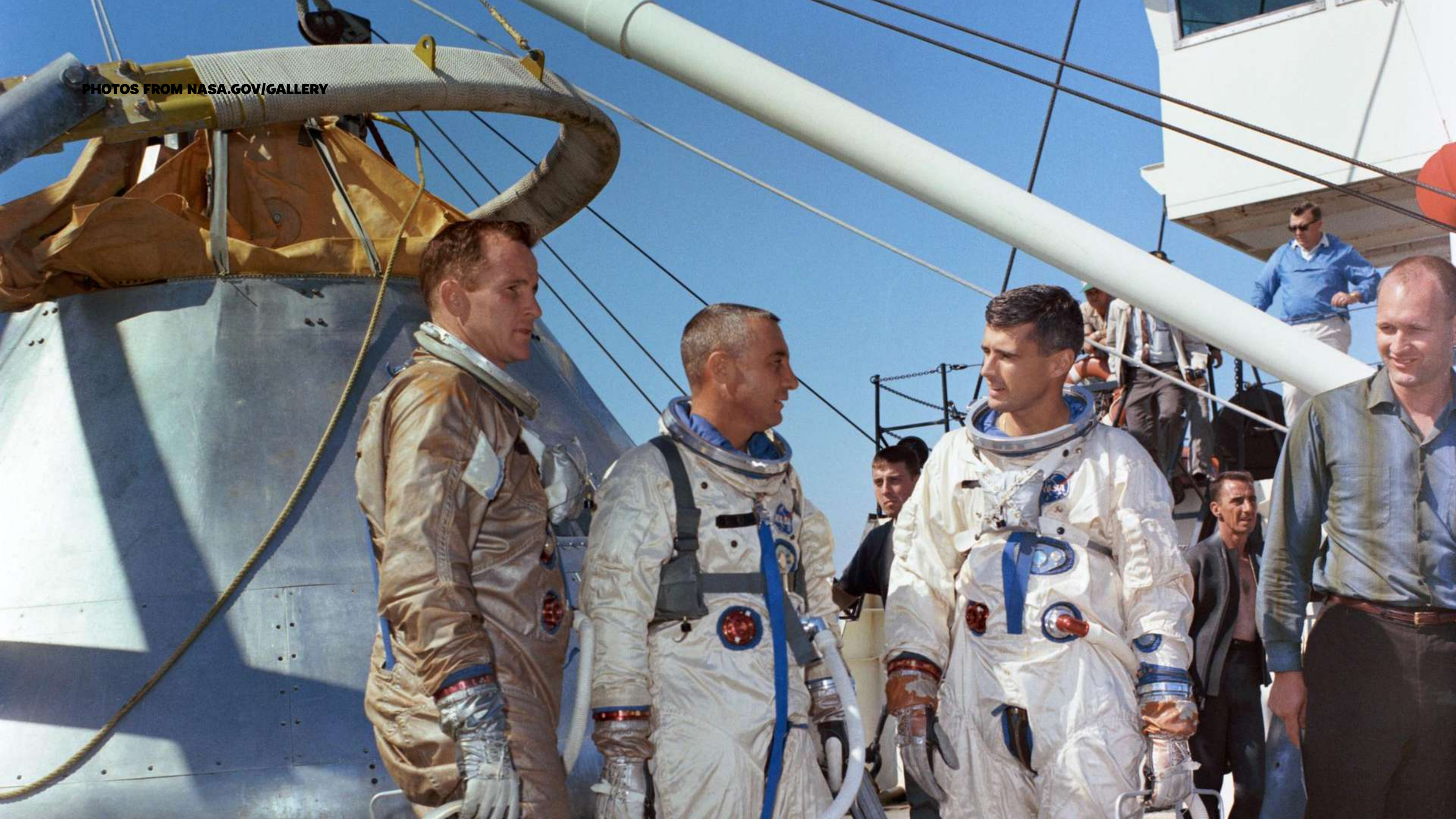
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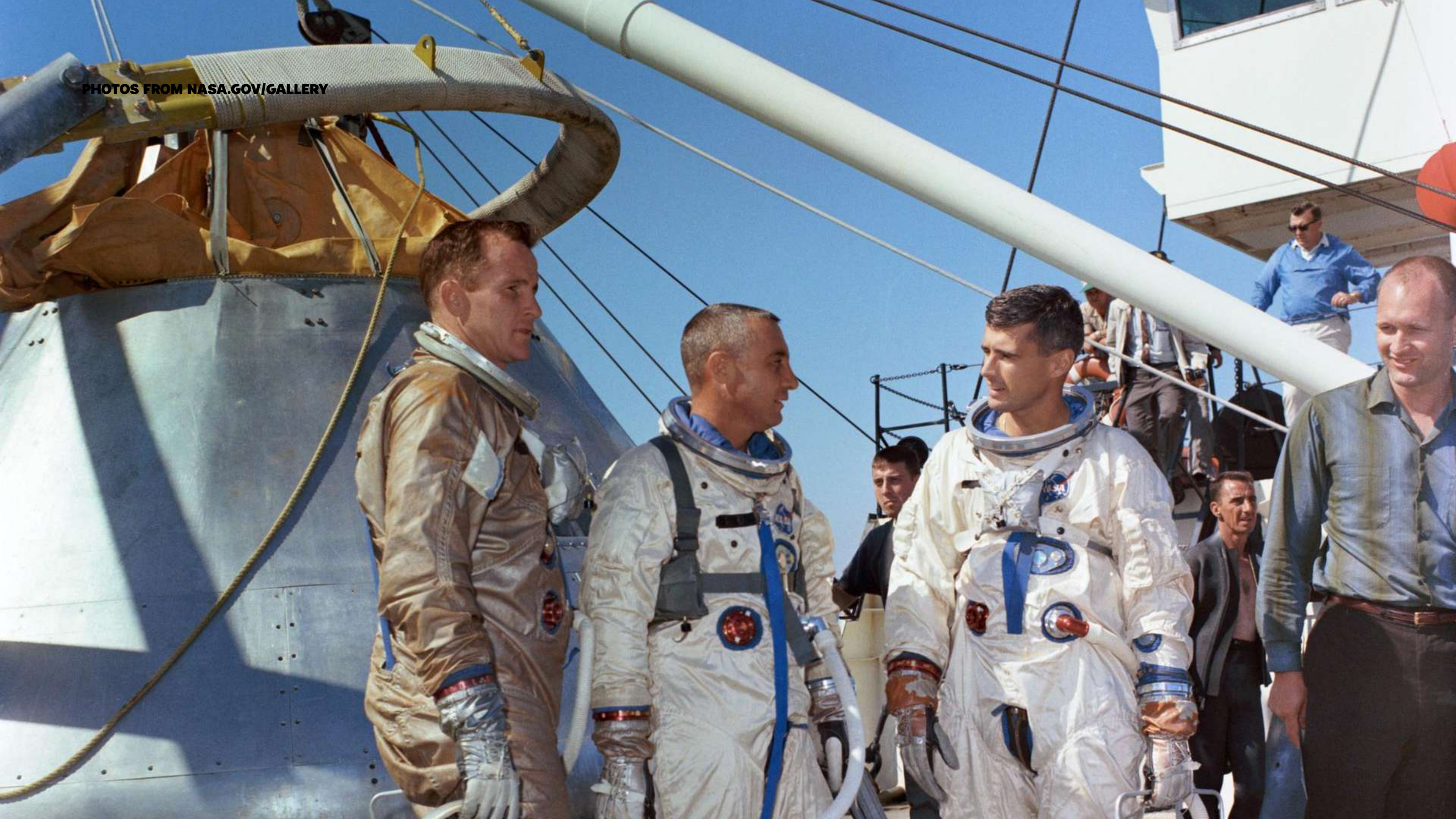
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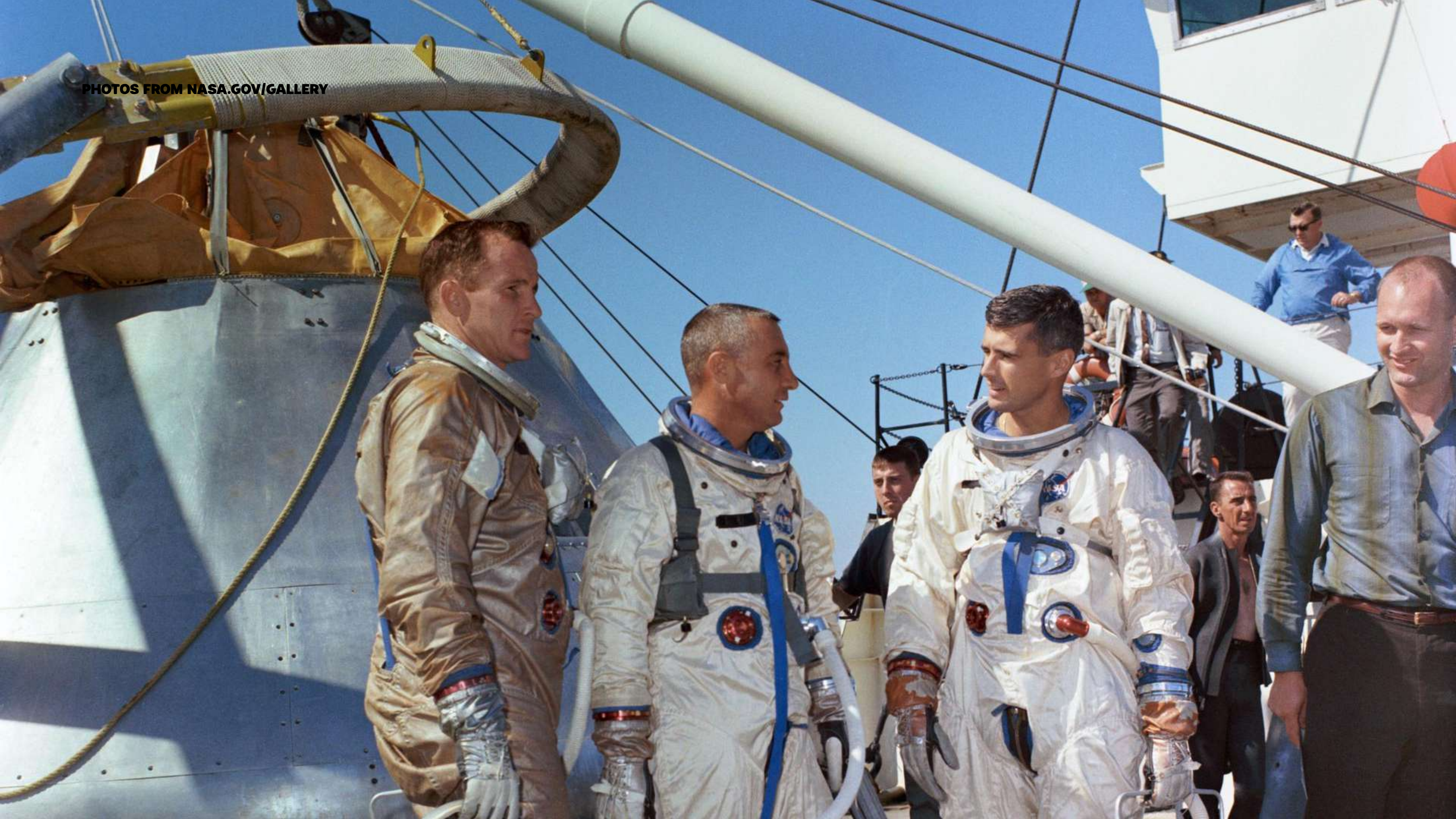
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PHOTOS FROM NASA.GOV/GALLERY

IN MEMORY OF THE
APOLLO 1 CREW
AD ASTRA PER ASPERA



COMMAND PILOT
VIRGIL I (GUS) GRISOM
SENIOR PILOT
EDWARD H WHITE II
PILOT
ROGER B CHAFFEE

JANUARY 27, 1967



PHOTOS FROM NASA.GOV/GALLERY



PHOTOS FROM NASA.GOV/GALLERY



PHOTOS FROM NASA.GOV/GALLERY



PHOTOS FROM NASA.GOV/GALLERY



CONFLICT

RELATIONSHIP CONFLICT

PERSONAL & EMOTIONAL CLASHES

RELATIONSHIP CONFLICT

PERSONAL & EMOTIONAL CLASHES

TASK CONFLICT

**CLASHES ABOUT IDEAS &
OPINIONS**

SCOTT BARRY KAUFMAN PODCAST



The Power of Knowing What You Don't Know

THINK AGAIN



A must-read...
the lessons in
this book are more
important than ever!
- Bill and
Melinda Gates

ADAM GRANT

#1 New York Times bestselling author of
ORIGINALS

**TEAMS THAT PERFORMED
POORLY FOCUSED MORE ON
RELATIONSHIP CONFLICT THAN
TASK CONFLICT.**

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**TEAMS THAT PERFORMED
POORLY FOCUSED MORE ON
RELATIONSHIP CONFLICT THAN
TASK CONFLICT.**

**RELATIONSHIP CONFLICT IS
DESTRUCTIVE.**

**TASK CONFLICT CAN BE
CONSTRUCTIVE WHEN IT
BRINGS DIVERSITY OF
THOUGHT.**

**WE LEARN MORE FROM OUR
CRITICS THAN THOSE WHO
CONFIRM OUR BELIEFS.**

**"STRONG LEADERS ENGAGE THEIR CRITICS
AND MAKE THEMSELVES STRONGER. WEAK
LEADERS SILENCE CRITICS AND MAKE
THEMSELVES WEAKER."**

- THINK AGAIN, ADAM GRANT

ALL HUMANS ARE
MOTIVATED TO FIND
BELONGING AND STATUS.

ALL HUMANS ARE
MOTIVATED TO FIND
BELONGING AND STATUS.

**ALL HUMANS ARE
MOTIVATED TO FIND
BELONGING AND STATUS.**

1. YOU HAVE AN EXPERIENCE

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2. YOU FORM A STEREOTYPE

- 1. YOU HAVE AN EXPERIENCE**
- 2. YOU FORM A STEREOTYPE**
- 3. YOU HAVE A NEW EXPERIENCE**

- 1. YOU HAVE AN EXPERIENCE**
- 2. YOU FORM A STEREOTYPE**
- 3. YOU HAVE A NEW EXPERIENCE**

- 1. YOU HAVE AN EXPERIENCE**
- 2. YOU FORM A STEREOTYPE**
- 3. YOU HAVE A NEW EXPERIENCE**
- 4. YOU QUESTION THE STEREOTYPE**

- 1. YOU HAVE AN EXPERIENCE**
- 2. YOU FORM A STEREOTYPE**
- 3. YOU HAVE A NEW EXPERIENCE**
- 4. YOU QUESTION THE STEREOTYPE**
- 5. QUESTION STEREOTYPES IN
GENERAL**

- 1. YOU HAVE AN EXPERIENCE**
- 2. YOU FORM A STEREOTYPE**
- 3. YOU HAVE A NEW EXPERIENCE**
- 4. YOU QUESTION THE STEREOTYPE**
- 5. QUESTION STEREOTYPES IN
GENERAL**

MOTIVATIONAL INTERVIEWING

**ASKING YOUR TEAM
MEMBERS QUESTIONS
CAN MOTIVATE THEM TO
RETHINK THEIR INTERNAL
BIASES.**

**IT INVITES THEM TO EXPLORE
HOW THEY CAME TO THESE
BELIEFS IN THE FIRST PLACE.**

**"PEOPLE GAIN HUMILITY WHEN
THEY REFLECT ON HOW DIFFERENT
CIRCUMSTANCES COULD HAVE LED
THEM TO DIFFERENT BELIEFS."**

- THINK AGAIN, ADAM GRANT

PLATFORM TEAM (YOU)

PRODUCT TEAM

PLATFORM TEAM (YOU)

BUILDS INTERNAL TOOLING & INFRASTRUCTURE

PRODUCT TEAM

PLATFORM TEAM (YOU)

BUILDS INTERNAL TOOLING & INFRASTRUCTURE

PRODUCT TEAM

BUILDS CUSTOMER-FACING FEATURES

RELIES HEAVILY ON YOUR SERVICES

**REQUEST: UPDATE THE
AUTHENTICATION API FOR A
NEW FEATURE.**

**REQUEST: UPDATE THE
AUTHENTICATION API FOR A
NEW FEATURE.**

**PROBLEM: YOUR TEAM HAS A
FULL ROADMAP.**

PLATFORM TEAM (YOU)

"PRODUCT KEEPS THROWING US LAST MINUTE REQUESTS. THEY DON'T RESPECT OUR ROADMAP."

PRODUCT TEAM

PLATFORM TEAM (YOU)

"PRODUCT KEEPS THROWING US LAST MINUTE REQUESTS. THEY DON'T RESPECT OUR ROADMAP."

PRODUCT TEAM

"THE PLATFORM TEAM KEEPS BLOCKING US. THEY'RE TOO RIGID AND UNWILLING TO COLLABORATE."

PLATFORM TEAM (YOU)

"PRODUCT KEEPS THROWING US LAST MINUTE REQUESTS. THEY DON'T RESPECT OUR ROADMAP."

PRODUCT TEAM

"THE PLATFORM TEAM KEEPS BLOCKING US. THEY'RE TOO RIGID AND UNWILLING TO COLLABORATE."

PLATFORM TEAM (YOU)

"I'D LOVE TO UNDERSTAND THE PRIORITY OF THIS NEW FEATURE AND HOW IT RELATES TO THE OTHER ROADMAP ITEMS WE'VE COMMITTED TO FOR YOUR TEAM."

PLATFORM TEAM (YOU)

"I'D LOVE TO UNDERSTAND THE PRIORITY OF THIS NEW FEATURE AND HOW IT RELATES TO THE OTHER ROADMAP ITEMS WE'VE COMMITTED TO FOR YOUR TEAM."

PRODUCT TEAM

"WELL IT'S A HIGH PRIORITY FEATURE THAT'S GOING TO BE SHIPPED TO MILLIONS OF USERS SO WE NEED TO GET IT DONE."

PLATFORM TEAM (YOU)

**"INTERESTING. IS THIS MORE IMPORTANT THAN
THE OTHER FEATURE YOU ASKED US TO UPDATE
OUR API FOR?"**

PRODUCT TEAM

PLATFORM TEAM (YOU)

"INTERESTING. IS THIS MORE IMPORTANT THAN THE OTHER FEATURE YOU ASKED US TO UPDATE OUR API FOR?"

PRODUCT TEAM

"NO, ACTUALLY. THAT ONE POSES A SECURITY RISK SO THAT'S HIGHER PRIORITY."

PLATFORM TEAM (YOU)

"WELL WE ONLY HAVE TIME FOR ONE OF THESE TASKS. WHAT'S STOPPED YOU FROM PUSHING BACK ON LEADS TO DELAY THE RELEASE OF THIS NEW FEATURE?"

PRODUCT TEAM

PLATFORM TEAM (YOU)

"WELL WE ONLY HAVE TIME FOR ONE OF THESE TASKS. WHAT'S STOPPED YOU FROM PUSHING BACK ON LEADS TO DELAY THE RELEASE OF THIS NEW FEATURE?"

PRODUCT TEAM

"I'M AFRAID IT'LL AFFECT MY TEAM'S ABILITY TO ACHIEVE OUR OKRS (OBJECTIVES & KEY RESULTS)".

PLATFORM TEAM (YOU)

"THAT'S A REASONABLE FEAR. I'VE HAD SITUATIONS LIKE THIS TOO. I'M CURIOUS. ARE THERE OTHER PIECES OF WORK WE COULD DE-PRIORITIZE TO DELIVER THIS?"

PRODUCT TEAM

PLATFORM TEAM (YOU)

"THAT'S A REASONABLE FEAR. I'VE HAD SITUATIONS LIKE THIS TOO. I'M CURIOUS. ARE THERE OTHER PIECES OF WORK WE COULD DE-PRIORITIZE TO DELIVER THIS?"

PRODUCT TEAM

"ACTUALLY YES. WE COULD DROP..."

**AS A MANAGER YOU
MUST APPROACH
CONFLICT WITH HUMILITY
AND CURIOSITY.**

REPLACING

BEST PRACTICES

REPLACING

BEST PRACTICES

REPLACING BEST PRACTICES

REPLACING

BEST PRACTICES

AMYCEDMONSON.COM



PHOTO BY ROBIN DE KESEL ON UNSPLASH



PHOTO BY ROBIN DE KESEL ON UNSPLASH



**THE MORE
PSYCHOLOGICALLY SAFE
A TEAM FELT, THE HIGHER
ITS ERROR RATES WERE.**

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**THE MORE
PSYCHOLOGICALLY SAFE
A TEAM FELT, THE HIGHER
ITS ERROR RATES WERE.**

**PSYCHOLOGICALLY SAFE
TEAMS REPORTED MORE
ERRORS, BUT THEY
ACTUALLY MADE FEWER
ERRORS.**

**PSYCHOLOGICALLY
UNSAFE TEAMS HID THEIR
MISTAKES TO AVOID
PENALTIES.**

**PSYCHOLOGICAL SAFETY
DOESN'T MEAN RELAXING
STANDARDS TO MAKE
PEOPLE COMFORTABLE.**

**PSYCHOLOGICAL SAFETY
IS CREATING A CULTURE
OF RESPECT, TRUST, AND
OPENNESS.**

PERFORMANCE CULTURES

FOCUS ON RESULTS.

PHOTO FROM WIKIPEDIA

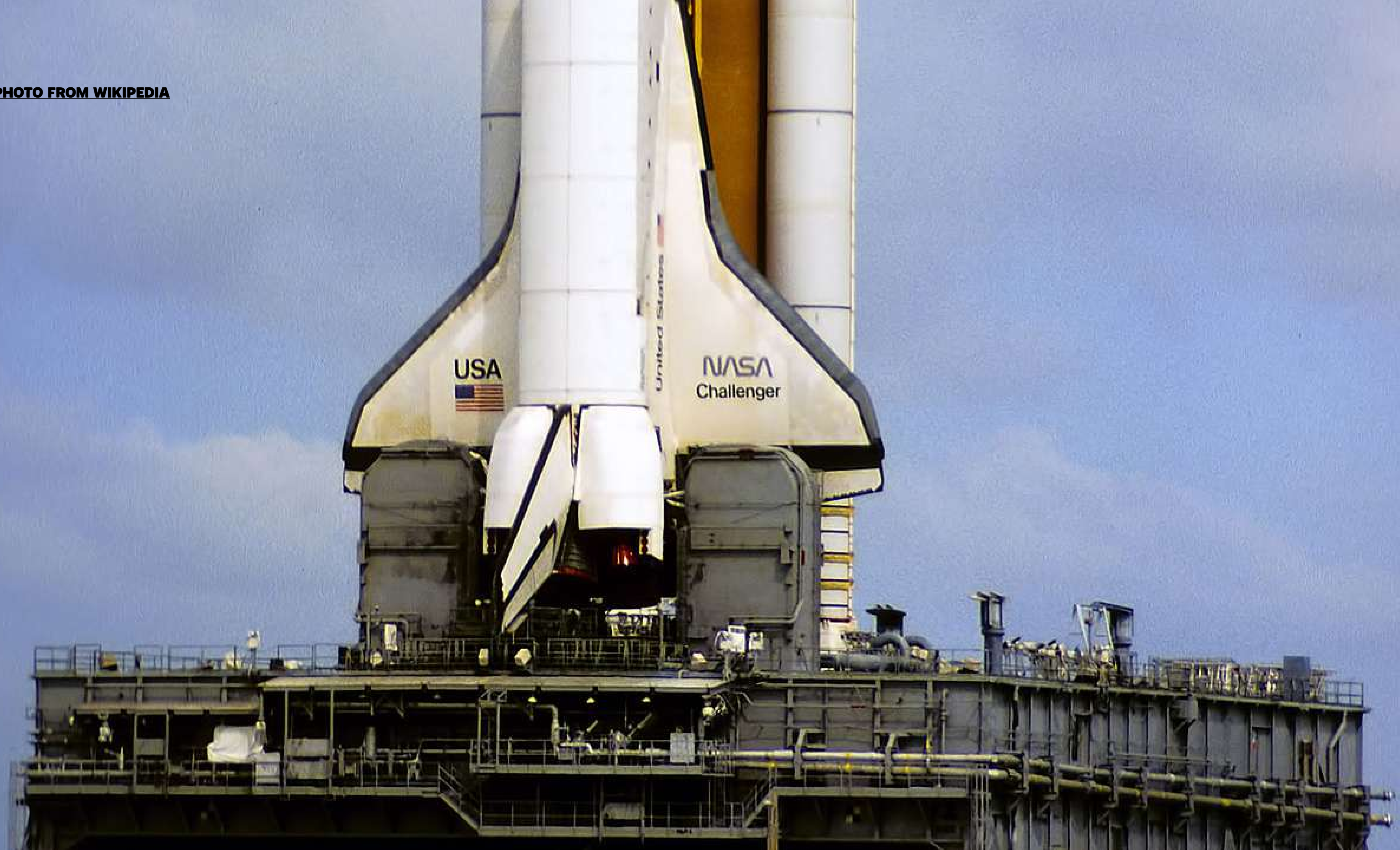
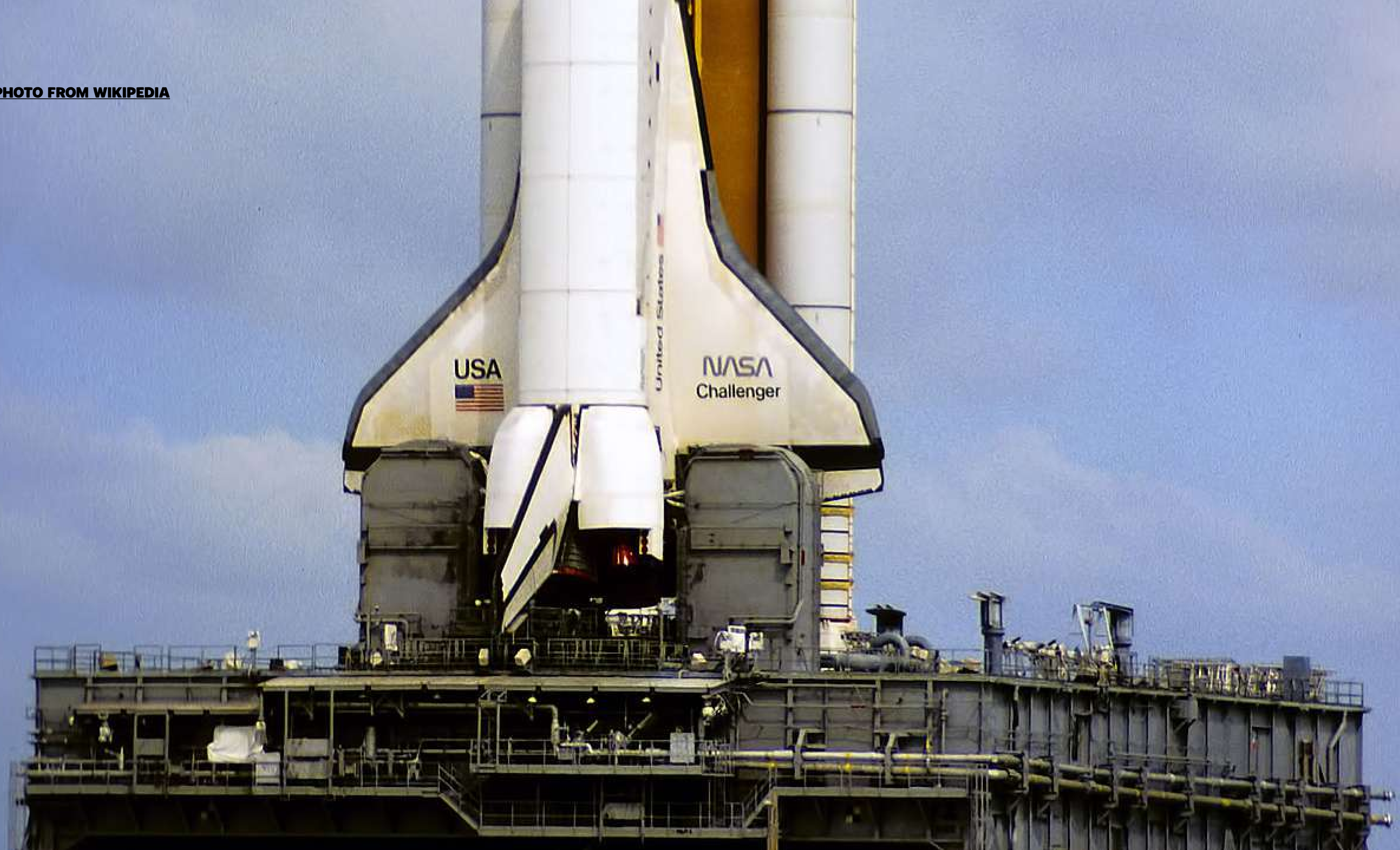


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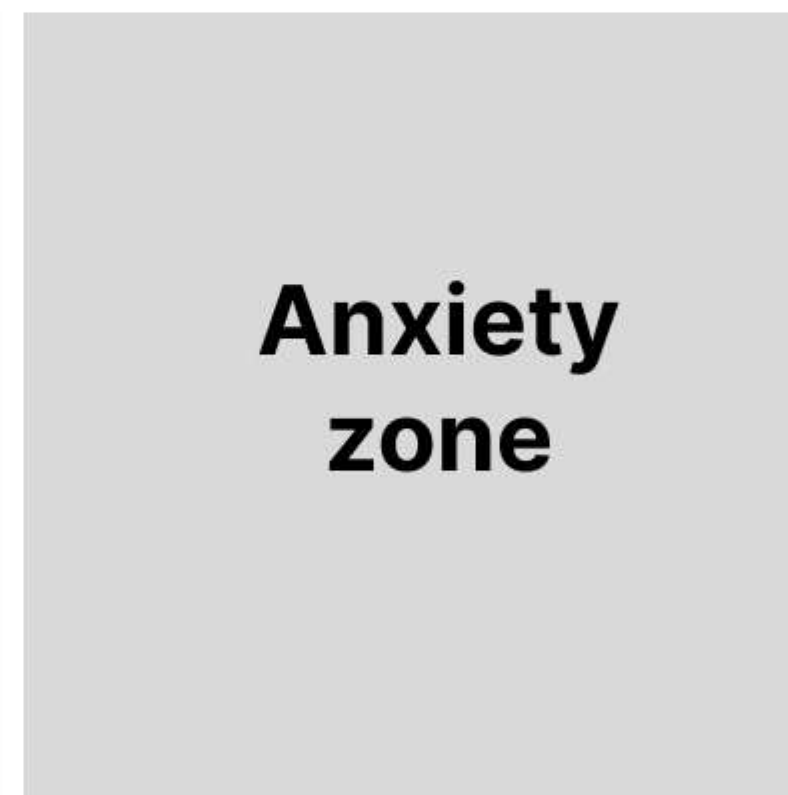
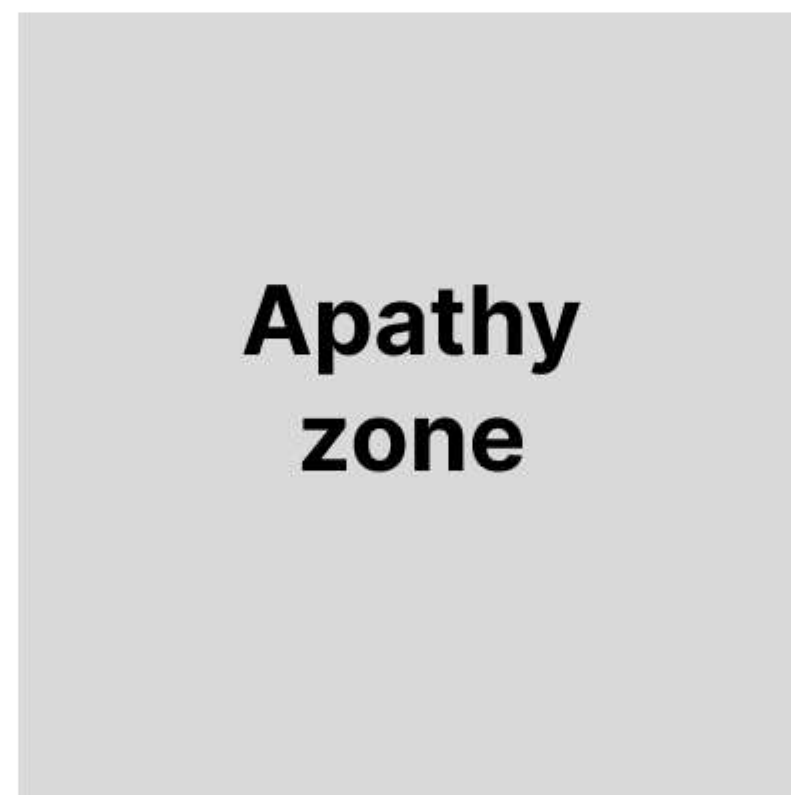
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- **WHAT ARE THE UNCERTAINTIES OF YOUR ANALYSIS?**
- **WHAT ARE THE DISADVANTAGES OF YOUR RECOMMENDATION?**

Psychological safety



Accountability

Psychological safety



**Comfort
zone**

**Learning
zone**

**Apathy
zone**

**Anxiety
zone**

Accountability



Psychological safety



**Comfort
zone**

**Learning
zone**

**Apathy
zone**

**Anxiety
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Accountability



Psychological safety



Accountability

PHOTOS FROM NASA.GOV/GALLERY



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**WE MUST MODEL THE
BEHAVIOR WE WISH
TO SEE.**

**ASK FOR FEEDBACK ON HOW
WE CAN IMPROVE.**

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WE CAN IMPROVE.**

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**ASK FOR FEEDBACK ON HOW
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**ENCOURAGING
INDIVIDUALS AND
ORGANIZATIONS TO BE
OPEN TO CHANGE **STARTS
WITH US.****

**WE MUST SHOW THAT WE
CARE MORE ABOUT
IMPROVING OURSELVES
THAN PROVING
OURSELVES.**

**WE MUST SHIFT OUR
MINDSET FROM THINKING
THAT WHO WE ARE IS WHAT
WE BELIEVE TO WHO WE ARE
IS WHAT WE VALUE.**

**WHEN YOU DEFINE YOURSELF BY
YOUR VALUES RATHER THAN YOUR
OPINIONS, YOU ALLOW YOURSELF TO
UPDATE YOUR PRACTICES WHEN
NEW EVIDENCE PRESENTS ITSELF.**

**BEING WRONG PRESENTS
US WITH AN OPPORTUNITY
TO UPDATE OUR
ASSUMPTIONS AND VIEWS.**

**ADMITTING YOU'RE
WRONG DOES NOT MAKE
YOU APPEAR
INCOMPETENT.**

**"IF YOU DON'T CHANGE YOUR
MIND FREQUENTLY, YOU'RE
GOING TO BE WRONG A LOT."**

- JEFF BEZOS

**EMBRACE THE JOY OF BEING
WRONG.**

THANK YOU

@EMMABOSTIAN