Neuro-psychology

Summary of recent writing on Psychology, Neuroscience, Neo-behaviourism and Change

Author: Daniel Kahneman Title: Thinking Fast and Slow

Source: Getabstract.com

- When you think, your mind uses two cognitive systems; System 1 "works easily and automatically and doesn't take much effort; it makes quick judgments based on familiar patters", System 2 "takes more effort; it requires intense focus and operates methodically These two systems interact continually, but not always smoothly.
- People prefer to make simple stories out of complex reality. They seek causes in random events, consider rare occurrences likely and overweight the import of their experiences.
- "I-hindsight bias" causes you to distort reality by realigning your memories of events to jibe with new information.
- Your "two selves" appraise your life experiences differently. Your "experiencing self` lives your life; Your "remembering self' evaluates your experiences, draws lessons from them and decides your future.
- These two contrasting systems and selves disprove economic theories that say that people act rationally

Author: Daniel Goleman Title: Social intelligence

Source: Getabstract.com

- People are naturally sociable. They read each other's signals all the time.
- Interconnection is the natural human state, but contemporary technological society is disrupting that interconnection.
- People respond to the world via two systems that are not always in synch: the low road of immediate emotional response and the high road of rational thought.

Author: Bruce **Hood** Title: **The Self-illusion**

Source: Amazon review

- Rather than a single entity, the self is really a constellation of mechanisms and experiences that create the illusion of the internal you. We only emerge as a product of those around us as part of the different storylines we inhabit from the cot to the grave. It is an ever changing character, created by the brain to provide a coherent interface between the multitude of internal processes and the external world demands that require different selves.
- Citing Daniel Kahneman he explains that we have about 600,000 experiencing moments a month, each of which lasts about 2 or 3 seconds, but most are lost. That is why our memory is always fragmented, and why we often believe so strongly that our recollection is correct when it is not.

Author: **Thaler and Sunstein** Title: **Nudge**

Source: Getabstract.com

- People don't choose freely, even when they think they do.
- The context in which you make a decision always shapes your choices.
- People often make mistakes, especially in complex or emotional situations.
- Because people make mistakes, organizations need flexible, forgiving systems.

Author: Michael Shermer Title: The Mind of the Market

Source: Getabstract.com

- The classic economic model depicting human behaviour as purely rational is faulty
- Better models of economic action and reaction incorporate emotion, values and humankind's evolutionary roots
- Most people misjudge what would make them happy. Happiness stems from love, meaningful work, community participation and spiritual practice
- To be happy, engage in these things and support a society that allows others to do the same.

Author: Mark Earls Title: Herd

Source: Amazon review

- Since the Enlightenment there has been a very simple but widely held assumption that we are a species of thinking individuals and human behaviour is best understood by examining the psychology of individuals.
- It appears, however, that this insight is plain wrong. The evidence from a number of leading behavioural and neuroscientists suggests that our species is designed as a herd or group animal.
- Mass behaviour is the result of interaction between individuals within a given context, and follows the principles of complex adaptive systems

Author: **Duhigg** Title: **The Power of Habit**

Source: Getabstract.com

- Habits are actions people first decide to do deliberately and keep doing subconsciously.
- The "habit loop" has three stages: a "cue" propels a person into a "routine" to reach the goal of a "reward."
- Understanding how your habits fit these habit loop stages can help you change them.

Author: Rosenzweig Title: The Halo Effect

Source: Getabstract.com

- The "Halo Effect" occurs when people ascribe positive attributes to a person or company, even without evidence that the positive traits, in fact, really exist.
- Some famous business books were based on delusions about company performance. The authors were victims of the halo effect, snowed by fleeting success and shallow data.
- The halo effect is rooted in cognitive dissonance theory: people want a cohesive picture of the world, and so they disregard facts that don't fit that framework.
- Long-term success is comprised of a series of short-term successes. Companies that adapt have a greater chance of sustained success.

Author: David **Rock** Title: **Your Brain at Work**

Source: Amazon review

- Every time the brain works on an idea consciously, it uses a measurable and limited resource
- Peak mental performance requires just the right level of stress, not minimal stress
- The brain has an overarching organizing principle to minimize danger and maximize reward
- The away response can reduce cognitive resources, making it harder to think about your thinking, make you more defensive, and mistakenly class certain situations as threats
- Giving feedback often creates an intense threat response that doesn't help people improve performance
- While human change appears hard, change in the brain is constant. Focused attention changes the brain

Author: Tim Harford Title: Adapt

Source: Getabstract.com

- Greatness doesn't last. The only constant is change, so survival requires adjusting to evolving circumstances.
- Businesses walk a tightrope between being able to enact change rapidly, and trying to digest and consider deviations from normal routines.
- For an organization to learn and adapt, all levels must respond to change.
- To lower the risk of failure, trust your people. Let them take initiative and give them time to work.