



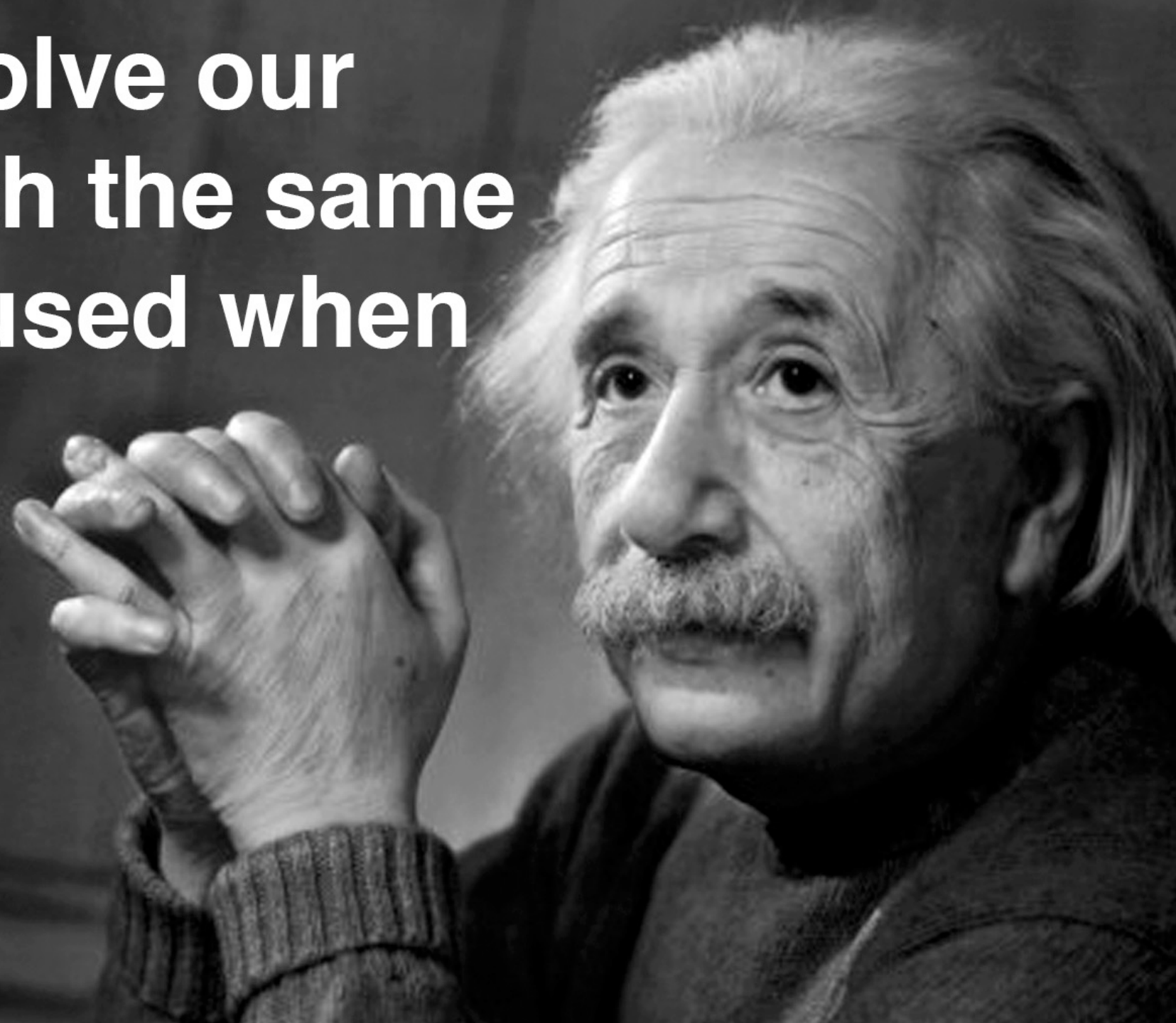
‘D UP!

The Unexpected Brain Science Link Between Burnout And Heated Debate

Eric M. Bailey | @eric_m_bailey

**We cannot solve our
problems with the same
thinking we used when
we created
them.**

- Albert Einstein



**Under Stress Our
Brains Take Shortcuts
and Jump to Conclusions**

Under Stress Our
Brains Take Shortcuts
and Jump to Conclusions

HEURISTICS

an **experience-based strategy** for **solving problems or making decisions** that often provides an **efficient** means of finding an answer but **cannot guarantee a correct outcome.**

Principles of Human Understanding™

1. The Illusion of Certainty
2. Perceptions vs. Reality
3. The Fight to Be Right
4. The Power of Distinction
5. Power of Context
6. Transformation of Empathy
7. The Truth About Bias
8. Fundamental Attribution Error
9. The Nature of Joy from Pain
10. The Fluency of Tribal Boundaries
11. The Validation of Truth
12. The Truth about Judgment
13. Just OODA It!
14. Destruction from Distraction
15. Mutual Purpose Solves Debate
16. The Myth of Multitasking
17. Stereotype Expectations
18. The Pull of Patterns
19. The Trap of Binary
20. Cause and Effect Illusion
21. The Blindspot List
22. The Power of Awareness

Principles of Human Understanding™

The Brain Science and Psychology Behind Communication, Collaboration, Leadership, and Relationships.

1. The Illusion of Certainty
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3. The Fight to Be Right
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5. Power of Control
6. Transformation of Empathy
7. The Truth About Bias
8. Fundamental Attribution Error
9. The Nature of Joy from Pain
10. The Illusion of Free Will
11. The Validation of Truth
12. The Truth about Judgment
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The Cure for Stupidity



The Cure for **STUPIDITY**

Using Brain Science to Explain
Irrational Behavior at Work

ERIC M. BAILEY

ERIC BAILEY

Principles of Human Understanding™

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Our Brains Like to Project Certainty (even when there is none)

@eric_m_bailey

WARNING!!!

**Even Though You Know About It,
The Illusion Of Certainty
Will Come Back To Bite You.**

Newly
Presented
Information

Illusion of
Certainty



“Oh Crap” Gap

MAYBE THAT'S

the illusion of certainty

- I know what to expect
- I've been to so many of these conferences before
- I know what you're going to say
- I know your type

Illusion of certainty has us say,

I Know,

I Know,

I Know

**MAYBE YOU
DON'T**

**I Am Not
Always Right**

**The only things in life
that we can learn are
things that we don't
yet know.**

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**What Would The World Look
Like If Instead Of Pretending
Like We Knew Everything,
We Celebrated That We Had
Something To Learn?**

“I Don’t Know”

**Now,
Who Is This
Guy?**



Eric M. Bailey

Eric M. Bailey (he/him) 

President, BSIG Consulting; #1 Bestselling Author; Diversity Leader of the Year; Award-Winning Virtual Keynote Speaker; Facilitator; HCC, Luke AFB; 40 Under 40; YMCA Board Member

Greater Phoenix Area



Bailey Strategic Innovation
Group



Saint Louis University

Vision:

**We Will Change the
Way the World
Communicates**

#thecureforstupidity

Unfriend (ʌn'frend)

VERB

Remove someone from a list of friends or contacts on a social networking website.

Oxford Dictionary

**Why Are We
Here Today?**

BURNOUT HEATED DEBATE



A state of emotional, mental, and often physical exhaustion brought on by prolonged or repeated stress.

BURNOUT

HEATED DEBATE

A discussion, argument, or exchange of ideas characterized by strong emotions, high intensity, and often personal attacks.

Caused by cognitive overload,
stress, and lack of control.

BURNOUT

**When we feel a lack of control
in an area, oftentimes we try
to hold tighter control to
everything else.**

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CONNECTION is
one of the key tools
for overcoming
BURNOUT.

Connecting With
People Is **NOT** As
Hard As We
PRETEND It Is

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**Respect is like oxygen;
we don't think about it
UNTIL IT'S NOT THERE.**

**Then getting it back is all
we can think about.**

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**SOMETIMES OUR MOST
INTENSE REACTIONS ARE IN
RESPONSE TO SOMEONE
CHALLENGING OUR POINT
OF PRIDE**

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BIG DEAL

LITTLE DEAL

**WINNING (or not losing) IS A
BIG DEAL**

PROTECTING OUR POINT OF PRIDE IS A
BIG DEAL

**WE
ARE**

FIGHTING FOR SIGNIFICANCE

**Know-it-all behavior,
conversation hijacking, name-
dropping, over-working, PDI
(public displays of intelligence),
over-volunteering, etc.**

OFTENTIMES
THE *drive* **TO BE**
PERCEIVED AS
INTELLIGENT
OR COMPETENT
IS COVERING OUR INSECURITIES

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The state of things as they actually exist,
RATHER THAN AS THEY MAY BE PERCEIVED
or might be imagined.

PERCEPTION



REALITY

A way of understanding
or interpreting something.

(THE WAY I BELIEVE IT TO BE / “TRUTH” / WORLD VIEW)



**Pink
& White**

**Gray
& Teal**

**HOW COULD YOU
POSSIBLY NOT
KNOW THAT?!**

**HOW COULD YOU
POSSIBLY SEE IT
THAT WAY?!**

**I DON'T KNOW WHY
ANYONE WOULD...**

**I DON'T
UNDERSTAND HOW
YOU COULD...**

Subtext:

**YOU'RE
AN
IDIOT.**



**PERCEPTION
GUIDES ALL OF
OUR BEHAVIOR**

Your Perception Is *NOT* Their Perception

@eric_m_bailey

What you say/do
(Reality)

Matters Less Than

What They Hear/Feel
(Perception)

Lesson

Your Perception Is *NOT* Their Perception

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Purpose and Process

(Result)

(Method)

Why

How

Distinction

Debate

Process, not Purpose

Right vs.
Wrong

EMOTION

PHYSIOLOGY OF *dangerous* DEBATE

**WE ARE TERRIBLE AT
STAYING CALM
DURING CERTAIN
DEBATES**



Fight

Flight

Freeze

Identify the physiology of Dangerous Debate

Elevated voice
Shaking
Clenched fists
Flushed skin
Softer voice
Trouble finding the
right words
Crying
Yelling
Leaving the room
Shutting down
Sarcasm
Dry mouth
Etc.

Oftentimes, Offense
and Defense Look
EXACTLY THE SAME!

**WHEN PEOPLE ARE
DEFENSIVE, THEY CANNOT
LISTEN OR LEARN.**

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Etc.

**“You’re Giving Me The
SILENT TREATMENT”**

Alignment of Purpose

Look for Common Desired Results

Ask Yourself 2 Questions

Ask Yourself
2 Questions

What Do I
Truly Want?

Goals of Dialogue

1. Learn Something New
(Mind The Illusion of Certainty)
2. Understand The Human Across From You
(Monitor Perception vs. Reality)
3. Strengthen The Relationship
(No Skipping and Hand Holding Required)

Ask Yourself
2 Questions

**What Do They
Truly Want?**

If you can't
figure it out...

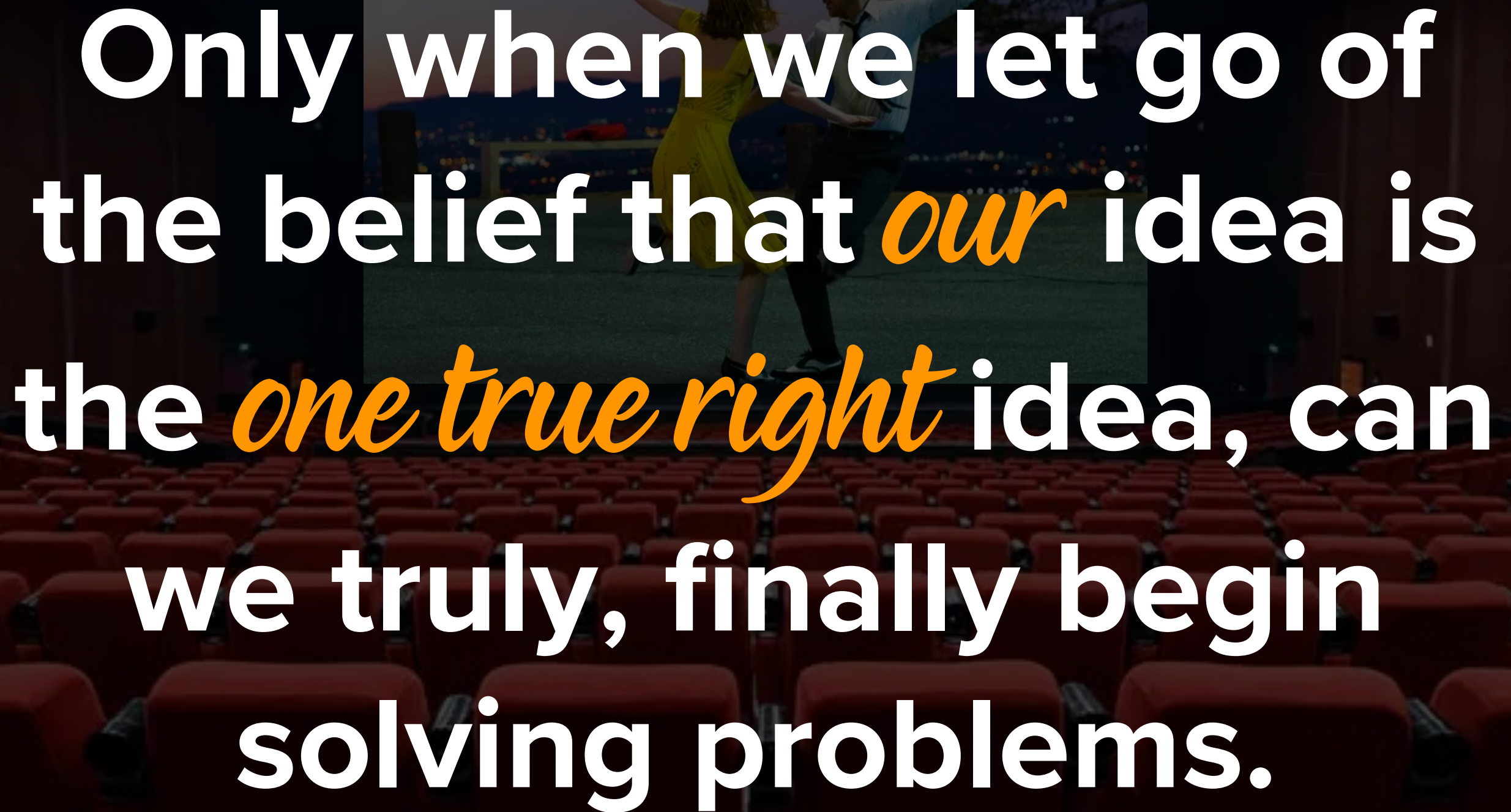
Ask

Why Are You
passionate About Your
Position?

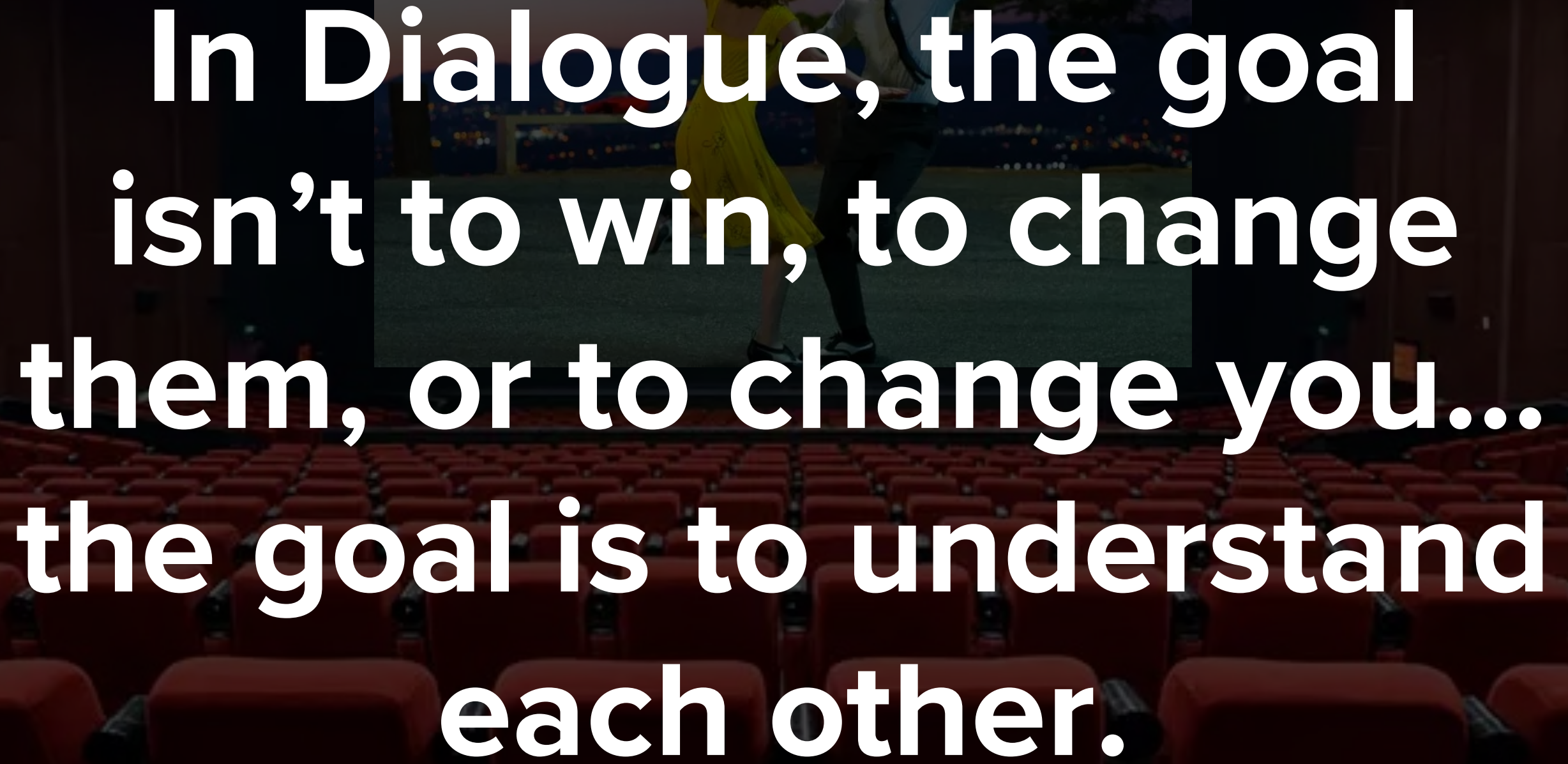


A couple is dancing on a stage in front of an empty theater. The woman is wearing a yellow dress and the man is wearing a white shirt and tie. They are both smiling and have their arms raised. The theater has many rows of red seats.

Almost Any Debate Can Be Solved By Finding Mutual Purpose

A couple is dancing on a stage in front of a large, empty theater with rows of red seats. The woman is wearing a yellow dress and the man is wearing a light blue shirt and dark pants. They are both smiling and have their arms around each other. The background is dark, and the stage is lit up. The text is overlaid on the image in a large, white, sans-serif font, with the words "our" and "one true right" in a smaller, orange, cursive font.

Only when we let go of
the belief that *our* idea is
the *one true right* idea, can
we truly, finally begin
solving problems.

A man and a woman are dancing in the center of a theater. The woman is wearing a yellow dress and the man is wearing a light blue shirt and dark trousers. They are both smiling and have their arms around each other. The theater has rows of red seats, and the background is dark with some lights visible. The text is overlaid on the image in a large, white, sans-serif font.

**In Dialogue, the goal
isn't to win, to change
them, or to change you...
the goal is to understand
each other.**

**To Better Engage
With The People
Around Us We Need
To Practice**

Radical CURIOSITY

Trying to understand the human across from
you **before** expecting them to understand you

**I DON'T
KNOW**

**I DON'T
UNDERSTAND**

**BUT I
WANT TO**

Principles of Human Understanding™

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You're Going to See

Illusion of Certainty

THOSE People

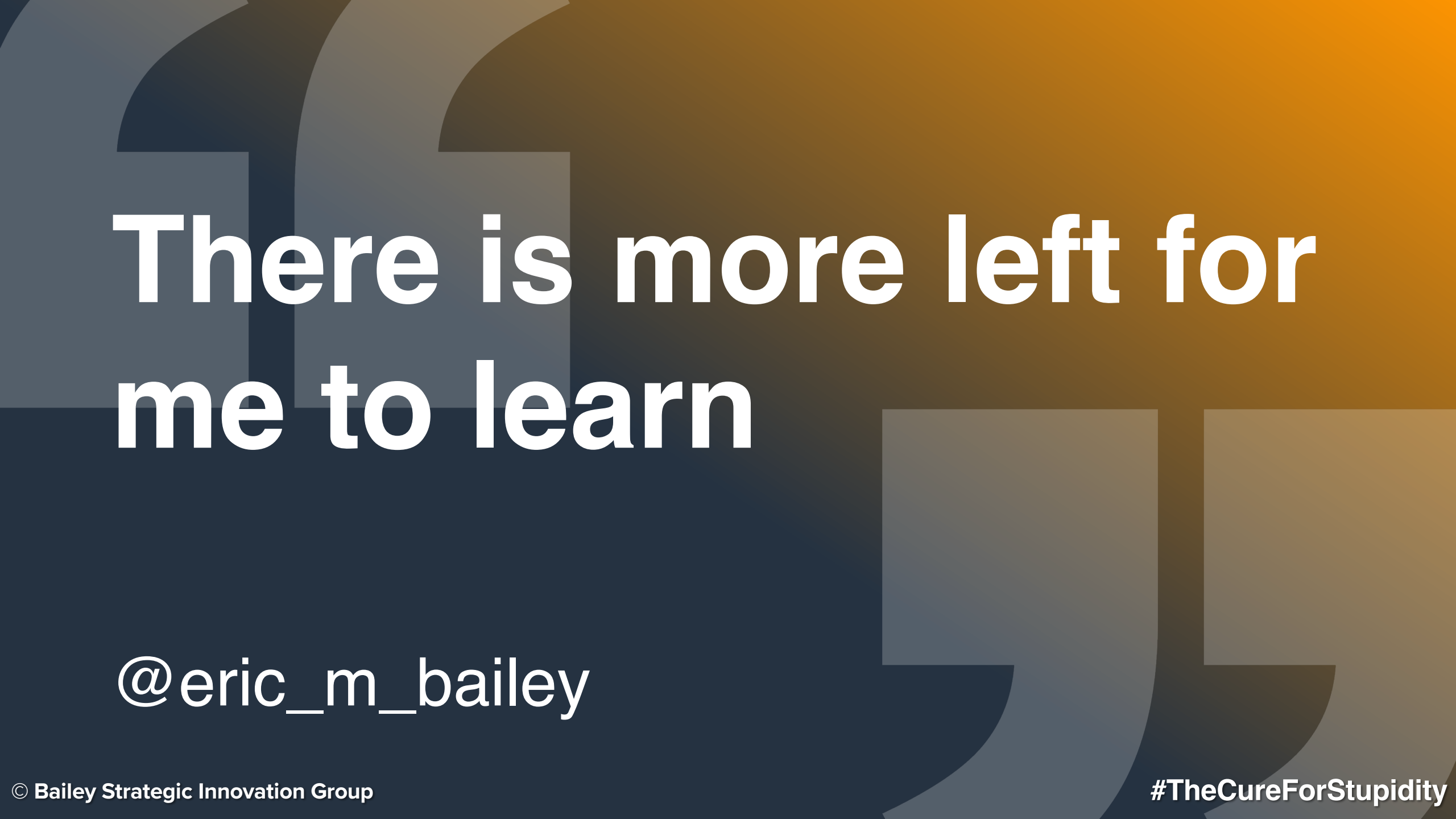
Perception > Reality

Burnout

Heated Debate

Opportunities to Connect our

Humanity

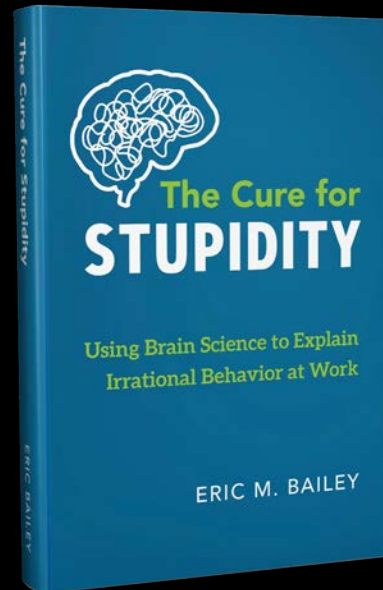


There is more left for me to learn

@eric_m_bailey

KEEP LEARNING!

Personally signed copy of
The CURE for *stupidity*
TheCureForStupidity.com



NOW GO AND
BELIEVE THAT
THERE IS
GOODNESS
IN THE PEOPLE
OF THE
WORLD

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