

THE
CONCISE LAWS
OF
HUMAN NATURE

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ALSO BY ROBERT GREENE

Mastery

The 50th Law (with 50 Cent)

The 33 Strategies of War (A Joost Elfers Production)

The Art of Seduction (A Joost Elfers Production)

The 48 Laws of Power (A Joost Elfers Production)

THE
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OF
HUMAN NATURE

ROBERT GREENE

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PROFILE BOOKS

Introduction



If you come across any special trait of meanness or stupidity ... you must be careful not to let it annoy or distress you, but to look upon it merely as an addition to your knowledge—a new fact to be considered in studying the character of humanity. Your attitude towards it will be that of the mineralogist who stumbles upon a very characteristic specimen of a mineral.

—Arthur Schopenhauer

Throughout the course of our lives, we inevitably have to deal with a variety of individuals who stir up trouble and make our lives difficult and unpleasant. Some of these individuals are leaders or bosses, some are colleagues, and some are friends. They can be aggressive or passive-aggressive, but they are generally masters at playing on our emotions. They often appear charming and refreshingly confident, brimming with ideas and enthusiasm, and we fall under their spell. Only when it is too late do we discover that their confidence is irrational and their ideals ill-conceived. Among colleagues, they can be those who sabotage our work or careers out of secret envy, excited to bring us down. Or they could be colleagues or hires who reveal, to our dismay, that they are completely out for themselves, using us as stepping stones.

What inevitably happens in these situations is that we are caught off guard, not expecting such behavior. Often these types will hit us with elaborate cover stories to justify their actions, or blame handy scapegoats. They know how to confuse us and draw

us into a drama they control. We might protest or become angry, but in the end we feel rather helpless—the damage is done. Then another such type enters our life, and the same story repeats itself.

We often notice a similar sensation of confusion and helplessness when it comes to ourselves and our own behavior. For instance, we suddenly say something that offends our boss or colleague or friend—we are not quite sure where it came from, but we are frustrated to find that some anger and tension from within has leaked out in a way that we regret. Or perhaps we enthusiastically throw our weight into some project or scheme, only to realize it was quite foolish and a terrible waste of time. Or perhaps we fall in love with a person who is precisely the wrong type for us and we know it, but we cannot help ourselves. What has come over us, we wonder?

In these situations, we catch ourselves falling into self-destructive patterns of behavior that we cannot seem to control. It is as if we harbor a stranger within us, a little demon who operates independently of our willpower and pushes us into doing the wrong things. And this stranger within us is rather weird, or at least weirder than how we imagine ourselves.

What we can say about these two things—people’s ugly actions and our own occasionally surprising behavior—is that we usually have no clue as to what causes them. We might latch onto some simple explanations: “That person is evil, a sociopath” or “Something came over me; I wasn’t myself.” But such pat descriptions do not lead to any understanding or prevent the same patterns from recurring. The truth is that we humans live on the surface, reacting emotionally to what people say and do. We form opinions of others and ourselves that are rather simplified. We settle for the easiest and most convenient story to tell ourselves.

What if, however, we could dive below the surface and see deep within, getting closer to the actual roots of what causes human behavior? What if we could understand why some people turn envious and try to sabotage our work, or why their misplaced confidence causes them to imagine themselves as god-like and infallible? What if we could truly fathom why people suddenly behave irrationally and reveal a much darker side to their character, or why they are always ready to provide a rationalization for their behavior, or why we continually turn to leaders who appeal to the worst in us? What if we could look deep inside and judge people's character, avoiding the bad hires and personal relationships that cause us so much emotional damage?

If we really understood the roots of human behavior, it would be much harder for the more destructive types to continually get away with their actions. We would not be so easily charmed and misled. We would be able to anticipate their nasty and manipulative maneuvers and see through their cover stories. We would not allow ourselves to get dragged into their dramas, knowing in advance that our interest is what they depend on for their control. We would finally rob them of their power through our ability to look into the depths of their character.

Similarly, with ourselves, what if we could look within and see the source of our more troubling emotions and why they drive our behavior, often against our own wishes? What if we could understand why we are so compelled to desire what other people have, or to identify so strongly with a group that we feel contempt for those who are on the outside? What if we could find out what causes us to lie about who we are, or to inadvertently push people away?

Being able to understand more clearly that stranger within us

would help us to realize that it is not a stranger at all but very much a part of ourselves, and that we are far more mysterious, complex, and interesting than we had imagined. And with that awareness we would be able to break the negative patterns in our lives, stop making excuses for ourselves, and gain better control of what we do and what happens to us.

Having such clarity about ourselves and others could change the course of our lives in so many ways, but first we must clear up a common misconception: we tend to think of our behavior as largely conscious and willed. To imagine that we are not always in control of what we do is a frightening thought, *but in fact it is the reality*. We are subject to forces from deep within us that drive our behavior and that operate below the level of our awareness. We see the results—our thoughts, moods, and actions—but have little conscious access to what actually moves our emotions and compels us to behave in certain ways.

Let us call the collection of these forces that push and pull at us from deep within *human nature*. Human nature stems from the particular wiring of our brains, the configuration of our nervous system, and the way we humans process emotions, all of which developed and emerged over the course of the five million years or so of our evolution as a species. We can ascribe many of the details of our nature to the distinct way we evolved as a social animal to ensure our survival—learning to cooperate with others, coordinating our actions with the group on a high level, creating novel forms of communication and ways of maintaining group discipline. This early development lives on within us and continues to determine our behavior, even in the modern, sophisticated world we live in.

To take one example, look at the evolution of human emotion.

The survival of our earliest ancestors depended on their ability to communicate with one another well before the invention of language. They evolved new and complex emotions—joy, shame, gratitude, jealousy, resentment, et cetera. The signs of these emotions could be read immediately on their faces, communicating their moods quickly and effectively. They became extremely permeable to the emotions of others as a way to bind the group more tightly together—to feel joy or grief as one—or to remain united in the face of danger.

To this day, we humans remain highly susceptible to the moods and emotions of those around us, compelling all kinds of behavior on our part—unconsciously imitating others, wanting what they have, getting swept up in viral feelings of anger or outrage. We imagine we're acting of our own free will, unaware of how deeply our susceptibility to the emotions of others in the group is affecting what we do and how we respond.

We can point to other such forces that emerged from this deep past and that similarly mold our everyday behavior—for instance, our need to continually rank ourselves and measure our self-worth through our status is a trait that is noticeable among all hunter-gatherer cultures, and even among chimpanzees, as are our tribal instincts, which cause us to divide people into insiders or outsiders. We can add to these primitive qualities our need to wear masks to disguise any behavior that is frowned upon by the tribe, leading to the formation of a shadow personality from all the dark desires we have repressed. Our ancestors understood this shadow and its dangerousness, imagining it originated from spirits and demons that needed to be exorcised. We rely on a different myth—“something came over me.”

Once this primal current or force within us reaches the level of

consciousness, we have to react to it, and we do so depending on our individual spirit and circumstances, usually explaining it away superficially without really understanding it. Because of the precise way in which we evolved, there are a limited number of these forces of human nature, and they lead to the behavior mentioned above—envy, grandiosity, irrationality, shortsightedness, conformity, aggression, and passive aggression, to name a few. They also lead to empathy and other positive forms of human behavior.

For thousands of years, it has been our fate to largely grope in the shadows when it comes to understanding ourselves and our own nature. We have labored under so many illusions about the human animal—imagining we descended magically from a divine source, from angels instead of primates. We have found any signs of our primitive nature and our animal roots deeply distressing, something to deny and repress. We have covered up our darker impulses with all kinds of excuses and rationalizations, making it easier for some people to get away with the most unpleasant behavior. But finally we're at a point where we can overcome our resistance to the truth about who we are through the sheer weight of knowledge we have now accumulated about human nature.

Consider *The Laws of Human Nature* a kind of codebook for deciphering people's behavior—ordinary, strange, destructive, the full gamut. Each chapter deals with a particular aspect or law of human nature. We can call them laws in that under the influence of these elemental forces, we humans tend to react in relatively predictable ways. Each chapter has ideas and strategies on how to deal with yourself and others under the influence of this law. Each chapter ends with a section on how to transform this basic human force into something more positive and productive, so that we are

no longer passive slaves to human nature but actively transforming it.

You might be tempted to imagine that this knowledge is a bit old-fashioned. After all, you might argue, we are now so sophisticated and technologically advanced, so progressive and enlightened; we have moved well beyond our primitive roots; we are in the process of rewriting our nature. But the truth is in fact the opposite—we have never been more in the thrall of human nature and its destructive potential than now. And by ignoring this fact, we are playing with fire.

Look at how the permeability of our emotions has only been heightened through social media, where viral effects are continually sweeping through us and where the most manipulative leaders are able to exploit and control us. Look at the aggression that is now openly displayed in the virtual world, where it is so much easier to play out our shadow sides without repercussions. Notice how our propensities to compare ourselves with others, to feel envy, and to seek status through attention have only become intensified with our ability to communicate so quickly with so many people. And finally, look at our tribal tendencies and how they have now found the perfect medium to operate in—we can find a group to identify with, reinforce our tribal opinions in a virtual echo chamber, and demonize any outsiders, leading to mob intimidation. The potential for mayhem stemming from the primitive side of our nature has only increased.

It is simple: Human nature is stronger than any individual, than any institution or technological invention. It ends up shaping what we create to reflect itself and its primitive roots. It moves us around like pawns.

Ignore the laws at your own peril. Refusing to come to terms

with human nature simply means that you are dooming yourself to patterns beyond your control and to feelings of confusion and helplessness.

The Laws of Human Nature is designed to immerse you in all aspects of human behavior and illuminate its root causes. If you let it guide you, it will radically alter how you perceive people and your entire approach to dealing with them. It will also radically change how you see yourself. It will accomplish these shifts in perspective in the following ways:

- *First, the Laws will work to transform you into a calmer and more strategic observer of people, helping to free you from all the emotional drama that needlessly drains you.*
- *Second, the Laws will make you a master interpreter of the cues that people continually emit, giving you a much greater ability to judge their character.*
- *Third, the Laws will empower you to take on and outthink the toxic types who inevitably cross your path and who tend to cause long-term emotional damage.*
- *Fourth, the Laws will teach you the true levers for motivating and influencing people, making your path in life that much easier.*
- *Fifth, the Laws will make you realize how deeply the forces of human nature operate within you, giving you the power to alter your own negative patterns.*
- *Sixth, the Laws will transform you into a more empathetic individual, creating deeper and more satisfying bonds with the people around you.*
- *Finally, the Laws will alter how you see your own potential, making you aware of a higher, ideal self within you that you will want to*

bring out.

Think of the book in the following way: you are about to become an apprentice in human nature. You will be developing some skills—how to observe and measure the character of your fellow humans and see into your own depths. You will work on bringing out your higher self. And through practice you will emerge a master of the art, able to thwart the worst that other people can throw at you and to mold yourself into a more rational, self-aware, and productive individual

Man will only become better when you make him see what he is like.

—Anton Chekhov

Master Your Emotional Self



The Law of Irrationality

You like to imagine yourself in control of your fate, consciously planning the course of your life as best you can. But you are largely unaware of how deeply your emotions dominate you. They make you veer toward ideas that soothe your ego. They make you look for evidence that confirms what you already want to believe. They make you see what you want to see, depending on your mood, and this disconnect from reality is the source of the bad decisions and negative patterns that haunt your life. Rationality is the ability to counteract these emotional effects, to think instead of react, to open your mind to what is really happening, as opposed to what you are feeling. It does not come naturally; it is a power we must cultivate, but in doing so we realize our greatest potential.

It's just as though one's second self were standing beside one; one is sensible and rational oneself, but the other self is impelled to do something perfectly senseless, and sometimes very funny; and suddenly you notice that you are longing to do that amusing thing, goodness knows why; that is, you want to, as it were, against your will; though you fight against it with all of your might, you want to.

—Fyodor Dostoyevsky, *A Raw Youth*

Keys to Human Nature

The first step toward becoming rational is to understand our *fundamental irrationality*. There are two factors that should render this more palatable to our egos: nobody is exempt from the irresistible effect of emotions on the mind, not even the wisest among us; and to some extent irrationality is a function of the structure of our brains and is wired into our very nature by the way we process emotions. Being irrational is almost beyond our control. To understand this, we must look at the evolution of emotions themselves.

For millions of years, living organisms depended on finely tuned instincts for survival. In a split second, a reptile could sense danger in the environment and respond with an instantaneous flight from the scene. There was no separation between impulse and action. Then, slowly, for some animals this sensation evolved into something larger and longer—a feeling of fear. In the beginning this fear merely consisted of a high level of arousal with the release of certain chemicals, alerting the animal to a possible danger. With this arousal and the attention that came with it, the animal could respond in several ways instead of just one. It could become more sensitive to the environment and learn. It stood a better chance of survival because its options were widened. This sensation of fear would last only a few seconds or even less, for speed was of the essence.

For social animals, these arousals and feelings took on a deeper and more important role: they became a critical form of communication. Vicious sounds or hair standing on end could display anger, warding off an enemy or signaling a danger; certain postures or smells revealed sexual desire and readiness; postures and gestures signaled the desire to play; certain calls from the young revealed deep anxiety and the need for the mother to

return. With primates, this became ever more elaborate and complex. It has been shown that chimpanzees can feel envy and the desire for vengeance, among other emotions. This evolution took place over the course of hundreds of millions of years. Much more recently, cognitive powers developed in animals and humans, culminating in the invention of language and abstract thinking.

As many neuroscientists have affirmed, this evolution has led to the higher mammalian brain being composed of three parts. The oldest is the reptilian part of the brain, which controls all automatic responses that regulate the body. This is the instinctive part. Above that is the old mammalian or limbic brain, governing feeling and emotion. And on top of that has evolved the neocortex, the part that controls cognition and, for humans, language.

Emotions originate as physical arousal designed to capture our attention and cause us to take notice of something around us. They begin as chemical reactions and sensations that we must then translate into words to try to understand. But because they are processed in a different part of the brain from language and thinking, this translation is often slippery and inaccurate. For instance, we feel anger at person X, whereas in fact the true source of this may be envy; below the level of conscious awareness we feel inferior in relation to X and want something he or she has. But envy is not a feeling that we are ever comfortable with, and so often we translate it as something more palatable—anger, dislike, resentment.

In other words, we do not have conscious access to the originals of our emotions and the moods they generate. Once we feel them, all we can do is try to interpret the emotion, translate it into language. But more often than not we get this wrong. We latch

onto interpretations that are simple and that suit us. This unconscious aspect of emotions also means that it is very hard for us to learn from them, to stop or prevent compulsive behavior.

Emotions evolved for a different reason than cognition. These two forms of relating to the world are not connected seamlessly in our brains. For animals, unburdened by the need to translate physical sensation into abstract language, emotions function smoothly, as they were meant to. For us, the split between our emotions and our cognition is a source of constant internal friction, comprising a second Emotional Self within us that operates beyond our will. Animals feel fear for a brief time, then it is gone. We dwell on our fears, intensifying them and making them last well past the moment of danger, even to the point of feeling constant anxiety.

Many might be tempted to imagine that we have somehow tamed this Emotional Self through all of our intellectual and technological progress. After all, we don't appear as violent or passionate or superstitious as our ancestors; but this is an illusion. Progress and technology have not rewired us; they have merely altered the forms of our emotions and the type of irrationality that comes with them. For instance, new forms of media have enhanced the age-old ability of politicians and others to play on our emotions, in ever subtler and more sophisticated ways. Advertisers bombard us with highly effective subliminal messages. Our continual connection to social media makes us prone to new forms of viral emotional effects. These are not media designed for calm reflection. With their constant presence, we have less and less mental space to step back and think.

Clearly the words *rational* and *irrational* can be quite loaded. People are always labeling those who disagree with them

“irrational.” What we need is a simple definition that can be applied as a way of judging, as accurately as possible, the difference between the two. The following shall serve as our barometer: We constantly feel emotions, and they continually infect our thinking, making us veer toward thoughts that please us and soothe our egos. It is impossible to not have our inclinations and feelings somehow involved in what we think. Rational people are aware of this and through introspection and effort are able, to some extent, to subtract emotions from their thinking and counteract their effect. Irrational people have no such awareness. They rush into action without carefully considering the ramifications and consequences.

We can see the difference in the decisions and actions that people take and the results that ensue. Rational people demonstrate over time that they are able to finish a project, to realize their goals, to work effectively with a team, and to create something that lasts. Irrational people reveal in their lives negative patterns—mistakes that keep repeating, unnecessary conflicts that follow them wherever they go, dreams and projects that are never realized, anger and desires for change that are never translated into concrete action. They are emotional and reactive and unaware of this. Everyone is capable of irrational decisions, some of which are caused by circumstances beyond our control. And even the most emotional types can hit upon great ideas or succeed momentarily through boldness. So it is important to judge over time whether a person is rational or irrational. Can they sustain success and hit upon several good strategies? Can they adjust and learn from failures?

In all cases, the degree of awareness represents the difference. Rational people can readily admit their own irrational tendencies

and the need to be vigilant. On the other hand, irrational people become highly emotional when challenged about the emotional roots of their decisions. They are incapable of introspection and learning. Their mistakes make them increasingly defensive.

Fortunately, to acquire rationality is not complicated. It simply requires knowing and working through a three-step process. First, we must become aware of what we call *low-grade irrationality*. This is a function of the continual moods and feelings that we experience in life, below the level of consciousness. When we plan or make decisions, we are not aware of how deeply these moods and feelings skew the thinking process. They create in our thinking pronounced biases that are so deeply ingrained in us that we see evidence of them in all cultures and all periods of history. These biases, by distorting reality, lead to the mistakes and ineffective decisions that plague our lives. Being aware of them, we can begin to counterbalance their effects.

Second, we must understand the nature of what we shall call *high-grade irrationality*. This occurs when our emotions become inflamed, generally because of certain pressures. As we think about our anger, excitement, resentment, or suspicion, it intensifies into a reactive state—everything we see or hear is interpreted through the lens of this emotion. We become more sensitive and more prone to other emotional reactions. Impatience and resentment can bleed into anger and deep distrust. These reactive states are what lead people to violence, to manic obsessions, to uncontrollable greed, or to desires to control another person. This form of irrationality is the source of more acute problems—crises, conflicts, and disastrous decisions. Understanding how this type of irrationality operates can allow us to recognize the reactive state as it is happening and pull back

before we do something we regret.

Third, we need to enact certain strategies and exercises that will strengthen the thinking part of the brain and give it more power in the eternal struggle with our emotions.

The following three steps will help you begin on the path toward rationality. It would be wise to incorporate all three into your study and practice in human nature.

Step One: Recognize the Biases

Emotions are continually affecting our thought processes and decisions, below the level of our awareness. And the most common emotion of them all is the desire for pleasure and the avoidance of pain. Our thoughts almost inevitably revolve around this desire; we simply recoil from entertaining ideas that are unpleasant or painful to us. We imagine we are looking for the truth, or being realistic, when in fact we are holding on to ideas that bring a release from tension and soothe our egos, make us feel superior. This *pleasure principle in thinking* is the source of all of our mental biases. If you believe that you are somehow immune to any of the following biases, it is simply an example of the pleasure principle in action. Instead, it is best to search and see how they continually operate inside you, as well as learn how to identify such irrationality in others.

Confirmation Bias

To hold an idea and convince ourselves we arrived at it rationally, we go in search of evidence to support our view. What could be more objective or scientific? But because of the pleasure principle and its unconscious influence, we manage to find the evidence that confirms what we *want* to believe. This is known as *confirmation*

bias.

When investigating confirmation bias in the world, take a look at theories that seem a little too good to be true. Your first impulse should always be to find the evidence that disconfirms your most cherished beliefs and those of others.

Conviction Bias

We hold on to an idea that is secretly pleasing to us, but deep inside we might have some doubts as to its truth, and so we go an extra mile to convince ourselves—to believe in it with great vehemence and to loudly contradict anyone who challenges us. How can our idea not be true if it brings out in us such energy to defend it, we tell ourselves? This powerful feeling is evidence of the conviction bias at work.

Appearance Bias

We see people not as they are, but as they appear to us. And these appearances are usually misleading. First, people have trained themselves in social situations to present the front that is appropriate and that will be judged positively. Second, we are prone to fall for the *halo effect*—when we see certain negative or positive qualities in a person (social awkwardness, intelligence), other positive or negative qualities are implied that fit with this.

The Group Bias

We are social animals by nature. The feeling of isolation, of difference from the group, is depressing and terrifying. We experience tremendous relief when we find others who think the same way we do. In fact, we are motivated to take up ideas and opinions *because* they bring us this relief. We are unaware of this

Sudden success or winnings can be very dangerous. Neurologically, chemicals are released in the brain that give a powerful jolt of arousal and energy, leading to the desire to repeat this experience. It can be the start of any kind of addiction and manic behavior.

Unexpected losses or a string of losses equally create irrational reactions. We imagine we are cursed with bad luck and that this will go on indefinitely.

The solution here is simple: whenever you experience unusual gains or losses, that is precisely the time to step back and counterbalance them with some necessary pessimism or optimism.

Rising Pressure

Under stress or any threat, the most primitive parts of the brain are aroused and engaged, overwhelming people's reasoning powers. In fact, stress or tension can reveal flaws in people that they have carefully concealed from view. It is often wise to observe people in such moments, precisely as a way to judge their true character.

Whenever you notice rising pressure and stress levels in your life, you must watch yourself carefully. Monitor any signs of unusual brittleness or sensitivity, sudden suspicions, fears disproportionate to the circumstances. Observe with as much detachment as possible, finding time and space to be alone.

Inflaming Individuals

There are people in the world who by their nature tend to trigger powerful emotions in almost everyone they encounter. These emotions range among the extremes of love, hatred, confidence, and mistrust.

It is best to recognize these inflamers by how they affect others,

overcome through progress and enlightenment. Throughout history we witness continual cycles of rising and falling levels of the irrational. The irrational simply changes its look and its fashions.

As long as there are humans, the irrational will find its voices and means of spreading. Rationality is something to be acquired by individuals, not by mass movements or technological progress. Feeling superior and beyond it is a sure sign that the irrational is at work.

Step Three: Strategies Toward Bringing Out the Rational Self

Despite our pronounced irrational tendencies, two factors should give us all hope. First and foremost is the existence throughout history and in all cultures of people of high rationality, the types who have made progress possible. These types share certain qualities—a realistic appraisal of themselves and their weaknesses; a devotion to truth and reality; a tolerant attitude toward people; and the ability to reach goals that they have set.

The second factor is that almost all of us at some point in our lives have experienced moments of greater rationality. This often comes with what we shall call the *maker's mind-set*. We have a project to get done, perhaps with a deadline. The only emotion we can afford is excitement and energy. Other emotions simply make it impossible to concentrate. Because we have to get results, we become exceptionally practical. We focus on the work—our mind calm, our ego not intruding. If people try to interrupt or infect us with emotions, we resent it. These moments—as fleeting as a few weeks or hours—reveal the rational self that is waiting to come out. It just requires some awareness and some practice.