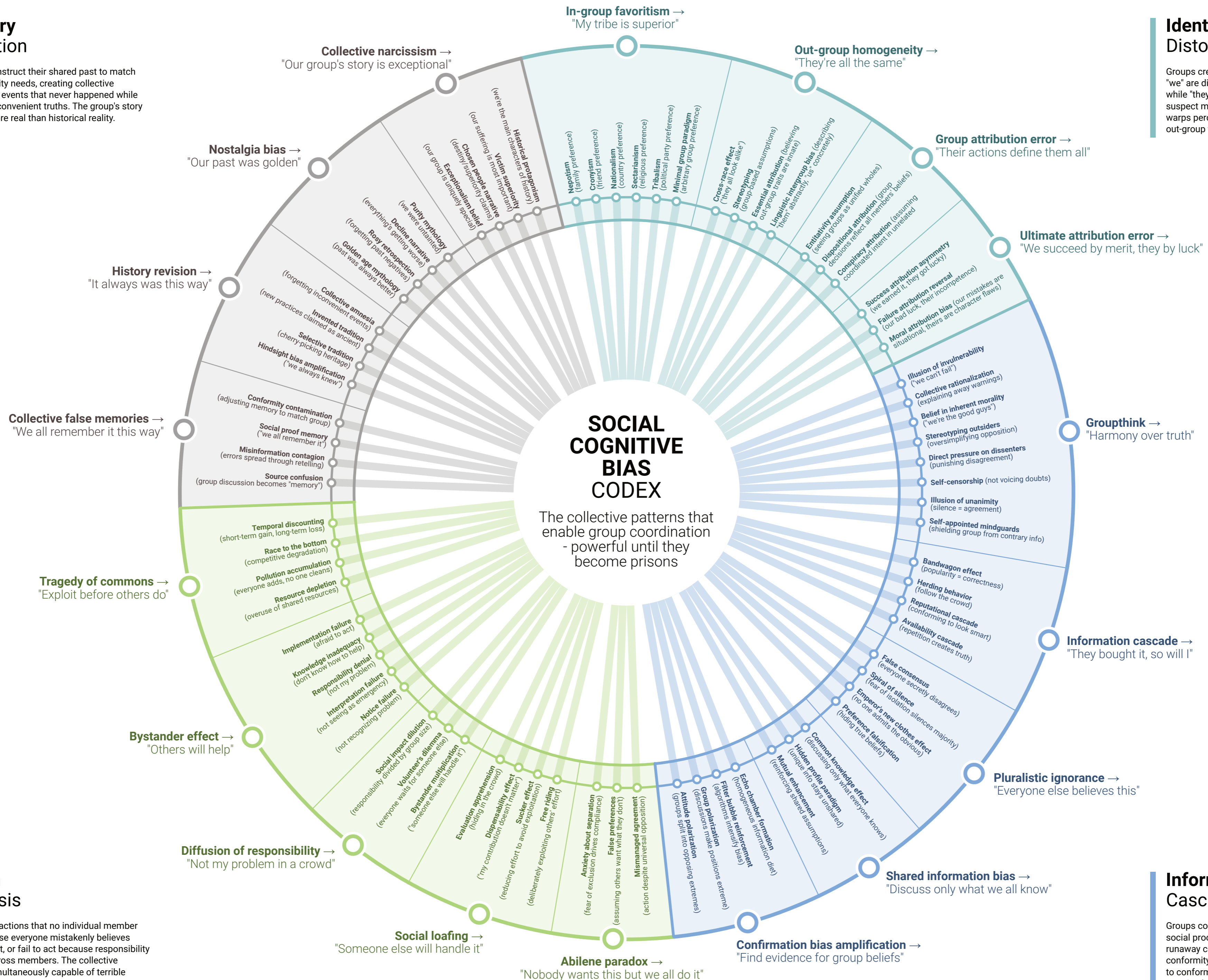


## Memory Distortion

Groups reconstruct their shared past to match current identity needs, creating collective memories of events that never happened while forgetting inconvenient truths. The group's story becomes more real than historical reality.

## Identity Distortions

Groups create rigid us/them boundaries where "we" are diverse individuals with good intentions while "they" are a homogeneous mass with suspect motives. This tribal lens systematically warps perception of both in-group virtues and out-group threats.



## Action Paralysis

Groups take actions that no individual member wants because everyone mistakenly believes others want it, or fail to act because responsibility dissolves across members. The collective becomes simultaneously capable of terrible

## Information Cascades

Groups converge on shared beliefs through social proof rather than evidence, creating runaway consensus where each person's conformity validates the next person's decision to conform. The group becomes collectively certain about things no individual member actually verified.