

AI-03872 Imaginary Suffering vs Reality

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Tags	Life
Created time	May 30, 2026 6:45 PM

True or false? We suffer more often in imagination than in reality. Much of human suffering comes not from events themselves, but from our interpretation, anticipation, and mental rehearsal of them.

Explain, list the pillars, list 22 examples

What it means? Deep dive and provide the psychological pillars.

Describe how a person typically thinks, behaves, and makes decisions.

Provide 22 concrete examples demonstrating these traits in real-life situations.

Mostly true — but incomplete.

The statement *“We suffer more often in imagination than in reality”* is **psychologically true in many everyday situations**, but **false if taken as an absolute law**. Real suffering exists: grief, illness, poverty, betrayal, war, chronic pain, disability, and trauma are not imaginary. However, for much of ordinary human distress, the mind often **multiplies suffering through anticipation, interpretation, and repeated mental simulation**.

The quote is commonly associated with the Stoic philosopher Lucius Annaeus Seneca, who wrote that people often suffer more from imagined fears than actual events.

What It Means

The idea suggests that:

Reality hurts once. Imagination can hurt repeatedly.

A difficult event may happen once, but the human mind can:

- Fear it **before** it happens
- Relive it **during** the experience
- Replay it **afterward**
- Imagine worse outcomes that never occur

In other words:

Pain is often unavoidable. Mental amplification is optional (though deeply human).

Example:

A medical test is scheduled for Friday.

Reality:

The person feels discomfort for 10 minutes during the appointment.

Imagination:

From Monday to Friday they imagine cancer, death, financial collapse, family tragedy, suffering, and catastrophe.

Five days of emotional suffering were created by anticipation.

The Psychological Pillars

Here are the major psychological mechanisms behind this phenomenon.

1. Anticipatory Anxiety

Fear of what *might happen*.

The brain treats imagined danger almost like real danger.

Examples:

- Waiting for biopsy results
- Fear before public speaking
- Assuming a relationship breakup

The nervous system activates even when the threat is uncertain.

2. Catastrophizing

Turning uncertainty into worst-case scenarios.

Example:

"I made one mistake at work" becomes:

"I'll get fired → lose money → lose respect → ruin my future."

The mind jumps many steps ahead.

3. Cognitive Interpretation

Events themselves are neutral until interpreted.

Same event:

Missed text message

Person A:

"They're busy."

Person B:

"They hate me."

Different suffering from same reality.

This connects to the psychological principle of:

Cognitive Appraisal Theory

Meaning: emotion comes partly from how we interpret events.

4. Rumination

Repeatedly replaying pain.

The event ended.

But mentally:

- replaying the argument

- replaying embarrassment
- replaying regret

The suffering becomes self-renewing.

5. Uncertainty Intolerance

Humans dislike not knowing.

The brain prefers:

- bad certainty

over

- uncertain ambiguity

This creates unnecessary suffering during waiting periods.

6. Negativity Bias

The brain evolved to notice danger more than comfort.

This survival instinct helped ancestors survive predators.

Today it produces:

- overthinking
- doom prediction
- social anxiety
- chronic stress

The mind scans for threats even in safe environments.

7. Emotional Forecasting Errors

Humans are poor predictors of future suffering.

We often think:

“If this happens, I’ll never recover.”

But people adapt more than expected.

Psychology calls this:

Affective Forecasting

8. Identity Threat

Sometimes suffering comes from what events *mean about us*.

Example:

Job rejection may secretly mean:

"I'm not valuable."

Breakup means:

"I'm unlovable."

The suffering becomes existential.

9. Control Illusion

Mental rehearsal feels productive.

But worrying is often fake preparation.

We confuse:

thinking repeatedly

with

problem-solving

10. Memory Reconstruction

Past suffering gets exaggerated.

Memory is not a recording.

The brain edits experiences.

Sometimes we relive pain stronger than it actually was.

Deep Dive: Why Humans Do This

From an evolutionary standpoint:

Imagination protected survival.

Ancient humans who imagined threats survived longer.

Example:

A rustling bush.

Optimist:

"Probably wind."

Survivor:

"Could be danger."

The anxious ancestor often lived longer.

Modern consequence:

Your brain still treats:

- email silence
- awkward conversations
- financial uncertainty

like ancient survival threats.

This mismatch creates psychological suffering.

How This Person Typically Thinks

A person trapped in imagined suffering often thinks:

Thought Pattern

- "What if this goes wrong?"
- "I should prepare for the worst."
- "I can't relax until certainty arrives."
- "Something bad is coming."

- “Did I ruin everything?”

Mental Style

- future-focused
- over-analytical
- emotionally predictive
- risk-sensitive
- hyper-vigilant

Internal Narrative

They often confuse:

possibility with **probability**

Just because something *can happen* feels like it *will happen*.

How They Behave

Common behaviors:

1. Overthinking decisions
2. Seeking reassurance repeatedly
3. Avoiding risks
4. Delaying action
5. Excessive planning
6. Doom-scrolling
7. Reading hidden meanings into events
8. Replaying conversations
9. Preparing for unlikely disasters
10. Trouble relaxing

How They Make Decisions

Their decisions become:

Fear-based rather than values-based

Instead of:

“What matters most?”

they ask:

“What minimizes anxiety?”

This can lead to:

- staying in unhappy jobs
- avoiding relationships
- not taking opportunities
- procrastination
- perfectionism

22 Real-Life Examples

1. Job Interview

Weeks of anxiety. Interview lasts 30 minutes.

2. Medical Results

Fear exceeds actual diagnosis.

3. Public Speaking

Imagined humiliation never happens.

4. Relationship Text Delay

“Why aren’t they replying?”

Phone battery died.

5. Airplane Turbulence

Fear of crashing despite extreme safety.

6. Performance Review

Months of worry; manager gives minor feedback.

7. Social Embarrassment

Assuming everyone remembers your mistake.

Most forgot within minutes.

8. Aging

Fear of old age steals healthy years.

9. Retirement Anxiety

Constant worry while financially stable.

10. Starting a Business

Fear of failure prevents action.

11. Divorce Fear

Someone stays miserable because of imagined future chaos.

12. Parenting

Imagining endless disasters for children.

13. Health Anxiety

Every headache becomes catastrophe.

14. Financial Fear

Acting poor despite adequate resources.

15. Moving to a New City

Fear of loneliness outweighs opportunity.

16. Dating

Fear of rejection prevents connection.

17. Asking for Help

Imagining judgment.

Usually met with support.

18. Career Change

Fear of uncertainty blocks growth.

19. Conflict Avoidance

Imagined confrontation worse than actual conversation.

20. Failure Memory

Reliving a mistake for years.

21. Reputation Anxiety

Thinking people judge constantly.

Most people are focused on themselves.

22. Death Anxiety

Fear of dying can overshadow living.

The Paradox

Imagined suffering sometimes protects us.

Useful fear:

- buying insurance
- saving money
- studying before exams
- preparing for emergencies

The problem begins when:

Preparation turns into psychological imprisonment.

Healthy concern becomes chronic mental suffering.

The Core Insight

A useful distinction:

Reality	Imagination
What is happening	What might happen
Usually finite	Often endless

Concrete	Abstract
Solvable	Recursive

Many people suffer twice:

1. **The imagined version**
2. **The actual event**

Often the actual event is easier than expected.

As the Stoics argued, much peace comes from learning to ask:

“Is this happening now, or am I rehearsing pain?”

Not every fear is false. But many fears are **mental rehearsals of futures that never arrive.**

Gemini

True. That quote—originally penned by the Stoic philosopher Seneca nearly two thousand years ago—captures a profound truth about human psychology.

We are the only species capable of constructing vivid, worst-case scenarios in our minds and experiencing the exact same physiological stress response as if those scenarios were happening in real time.

What It Means: A Deep Dive

When Seneca wrote, *“We suffer more often in imagination than in reality,”* he identified a glitch in the human evolutionary design. Our brains are optimized for survival, not peace of mind. To keep us safe, the brain operates as a prediction engine, constantly forecasting threats.

However, because the brain struggle to distinguish between a *perceived* threat (an imagined failure) and a *real* threat (a physical predator), the anticipation of an event often inflicts far more prolonged psychological damage than the event itself. The mechanism works in three distinct phases:

- **Anticipation:** Living the dread of a future event that may never happen.
- **Interpretation:** Assigning catastrophic meaning to an otherwise neutral event.
- **Mental Rehearsal:** Reliving past pain or repeatedly practicing future confrontations in your head, effectively multiplying a single moment of pain

into days of distress.

The 4 Psychological Pillars of Imagined Suffering

This phenomenon is driven by four core cognitive biases and psychological frameworks:

1. Catastrophizing & Magnification (Cognitive Behavioral Framework)

This is the tendency to jump to the worst possible conclusion with minimal evidence. The mind takes a small, uncertain variable and builds a cascading sequence of failures until it reaches total disaster. It turns a minor setback into an existential threat.

2. Affective Forecasting Errors (The Hedonic Treadmill & Impact Bias)

Humans are notoriously bad at predicting how they will feel in the future. We consistently overestimate the duration and intensity of future negative emotions (Impact Bias). We imagine that a future failure will permanently ruin our lives, failing to account for our innate psychological resilience.

3. The Negativity Bias (Evolutionary Psychology)

From an evolutionary standpoint, missing a reward (like a meal) meant hunger, but missing a threat (like a predator) meant death. Consequently, our brains are hardwired to weigh negative possibilities far more heavily than positive ones. We spend disproportionate mental energy rehearsing threats because our ancestors survived by doing so.

4. Rumination and Loss of Behavioral Control

When we get stuck in an "imagination loop," the brain's default mode network (DMN)—the region active when we are self-reflecting or mind-wandering—overheats. This loops thoughts destructively, trapping us in passive analysis rather than active problem-solving, which fundamentally paralyzes our decision-making and alters our behavior.

How a Person Typically Thinks, Behaves, and Decides Under This State

When a person is trapped in imagined suffering, their cognitive architecture shifts away from reality and toward internal models:

- **Thinking:** High velocity but low efficiency. The mind runs in circles, analyzing the same data points repeatedly looking for absolute certainty that doesn't exist. They over-identify with their thoughts, treating an internal feeling of dread as objective proof of external danger.
- **Behaviors:** Characterized heavily by **avoidance** and **procrastination**. Because the mental rehearsal of a task feels exhausting, the person delays taking action to avoid the imagined discomfort. They may also exhibit hyper-vigilance, constantly scanning environments or conversations for signs of trouble.
- **Decision-Making:** Dominated by risk aversion and choice paralysis. Decisions are made defensively—aimed at preventing loss rather than maximizing utility. They will choose a sub-optimal certain outcome over an optimal uncertain one just to quiet the anxiety of the unknown.

22 Concrete Examples of Imagined Suffering in Real Life

Here is how this mental machinery manifests across professional, financial, personal, and operational domains:

Professional & Career

1. **The Delayed Difficult Conversation:** You spend three days scripting an awkward confrontation with a colleague, feeling your heart race and your stomach churn every time you think about it. When you finally talk, they agree with you in two minutes, leaving you with days of wasted adrenaline.
2. **The Email Mirage:** A manager sends a brief message: *"Let's sync tomorrow at 9 AM."* You spend the entire evening convinced you are being fired, reviewing your mistakes and updating your resume, only to find out the meeting is about a minor project update.

3. **The Presentation Paralysis:** Days before speaking to a group, you mentally rehearse dropping your notes, forgetting your words, and being judged. During the actual event, you read smoothly, the audience is attentive, and the dread evaporates instantly.
4. **The Promotion Hesitation:** Refusing to apply for a higher role because you have already imagined the embarrassment of rejection and the awkwardness of facing the panel afterward, choosing to stay in an unfulfilling position instead.

Health & Physical Well-being

1. **Medical Symptom Escalation:** You feel a minor, localized pain or twitch and immediately research it online. Within twenty minutes, your mind has bypassed simple fatigue and diagnosed a terminal illness, triggering actual physical symptoms of panic like a racing pulse.
2. **Workout Dread:** Spending two hours on the couch dreading a grueling training session or endurance ride, imagining the fatigue and discomfort. Once you start, your body takes over, the rhythm locks in, and the physical reality feels sharp, clear, and manageable.
3. **The Post-Injury Phantom:** An athlete who has physically recovered from an injury spends weeks holding back in training, imagining the tissue tearing again at every movement, despite medical clearance.

Operational & Technical Execution

1. **System Architecture Paralysis:** An engineer delays deploying a major system configuration or code change because they are running endless loops of catastrophic cascading failures in their head. When they finally execute, the automated scripts handle the transition seamlessly.
2. **The Complex Logistics Loop:** Planning a multi-stage trip or project relocation and losing sleep over a tight 45-minute flight connection or variable delivery window. You mentally suffer through being stranded, but the reality is a standard, uneventful walk across a terminal.
3. **The Equipment Failure Myth:** Constantly checking and re-checking backup systems, power supplies, or communication rigs, suffering the anxiety of a

critical blackout during a mission, only for the main infrastructure to run perfectly.

Financial Management

1. **The Portfolio Ghost:** Checking financial markets daily during a minor downturn, mentally multiplying the current dip across a 20-year horizon and imagining destitution, which leads to panic-selling assets at a loss to stop the imagined bleeding.
2. **The "What-If" Expense Loop:** Spending weeks agonizing over a necessary capital expenditure or high-quality tool purchase, imagining how the loss of liquidity will ruin your safety margin, only for cash flow to normalize immediately after the purchase.

Interpersonal & Family Dynamics

1. **The Parental Worst-Case Scenario:** A child is 30 minutes late returning home or doesn't answer a phone call. The parent's mind immediately bypasses a dead phone battery or traffic and constructs a detailed, tragic accident scene, suffering full grief in the living room.
2. **The Text Message Analysis:** Someone close to you sends a short, period-ended response like "*Fine.*" You spend hours analyzing the tone, wondering what you did wrong, and reconstructing past interactions to find the slight, only to learn later they were just driving.
3. **The Projected Judgment:** Attending an event or gathering and assuming everyone is noticing your flaws, your clothes, or a minor mistake you made. In reality, everyone else is wrapped up in their own self-focus and paying no attention.

Everyday Life & Logistics

1. **The Public Transport Trap:** Agonizing over missing a train or bus, checking the clock every 30 seconds, and feeling deep stress during the commute, only to realize that if you miss it, another one arrives 10 minutes later.
2. **The Difficult Phone Call:** Procrastinating on calling customer service or a government agency to fix a billing error because you anticipate hours of

bureaucratic fighting, only for a helpful agent to resolve it in five minutes.

3. **The Weather Obsession:** Checking a storm forecast days in advance, constantly refreshing the radar, and ruining a weekend worrying about property damage, only for the front to break apart into a mild rain shower.

High-Performance & Competition

1. **The Starting Line Internal Crisis:** A cyclist or runner standing at the line, looking at competitors, and letting their mind convince them they haven't trained enough, their pacing strategy will fail, and they will blow up halfway through—only to execute a perfectly disciplined, calculated race.
2. **The Gear Mistake Obsession:** Realizing you left a minor, non-essential piece of gear at home and spending the entire transit worrying that its absence will ruin the entire objective, only to adapt smoothly using what you have on hand.

Creative & Intellectual Output

1. **The Critic's Shadow:** An author or designer delays publishing a completed manuscript or releasing a blueprint because they are already feeling the sting of imagined harsh criticisms and negative reviews that haven't been written.
2. **The High-Speed Cognitive Test:** Getting stuck on a single difficult problem or puzzle, feeling your internal metrics slip, and imagining that this minor dip represents permanent cognitive decline, rather than just a standard baseline variation in fatigue.

M365 Copilot

Short answer:

✓ **True (with nuance).**

This idea—often attributed to Stoic philosopher Seneca—captures a well-supported psychological truth: **our suffering is frequently amplified (or even created) by our thoughts, interpretations, and anticipations—not just external events.**

What It Really Means (Deep Dive)

At its core, this statement highlights a key distinction:

Event ≠ Experience

- **Event:** what actually happens in reality
- **Experience:** how your mind interprets, predicts, remembers, and replays it

Humans don't just experience reality—we **simulate it repeatedly**:

- We **anticipate pain** before it happens (anxiety)
- We **relive pain** after it's over (rumination)
- We **interpret neutral events negatively** (cognitive bias)

👉 As a result, **we often suffer multiple times for a single event—or even suffer without any event at all.**

Psychological “Pillars” Behind This Phenomenon

1. Cognitive Appraisal Theory

- We don't react to events directly—we react to our **interpretation** of them.
- Two people can experience the same event but feel very different.

2. Negativity Bias

- The brain prioritizes threats over neutral/positive information.
- This leads to:
 - Overestimating danger
 - Over-focusing on problems

3. Catastrophizing

- Imagining worst-case scenarios as likely outcomes.
- “This will ruin everything” thinking.

4. Rumination

- Replaying past mistakes or painful events.
- Keeps emotional pain alive long after the event.

5. Anticipatory Anxiety

- Feeling distress about events that haven't happened (and may never happen).

6. Emotional Reasoning

- "I feel scared → therefore something bad is happening."

7. Illusion of Control

- Believing we must mentally rehearse everything to prepare or prevent harm.

8. Default Mode Network (Brain Mechanism)

- When idle, the brain drifts into:
 - Self-reflection
 - Past/future thinking
- This often creates unnecessary suffering loops.

9. Projection Bias

- Assuming future feelings will match current fears.

10. Loss Aversion

- Losses feel psychologically stronger than equivalent gains—leading to fear-driven thinking.

How a Person Like This Typically Functions

Thinking Patterns

- Overthinking
- “What if?” loops
- Worst-case scenario simulation
- Hyper-analysis of social interactions
- Difficulty staying present

Behavior Patterns

- Avoidance (people, risks, opportunities)
- Delay in decisions
- Reassurance-seeking
- Perfectionism as control mechanism
- Mental rehearsal instead of action

Decision-Making Style

- Driven by fear rather than values
- Focus on avoiding failure instead of achieving growth
- Overweight hypothetical risks
- Underweight actual capabilities

22 Concrete Real-Life Examples

Anticipation / Anxiety

1. Losing sleep before a presentation that ends up going fine.
2. Stressing for weeks about a medical test that turns out normal.
3. Imagining rejection before asking a question—so you never ask.
4. Avoiding travel due to fear of accidents (despite low probability).
5. Feeling dread Sunday night about a week that turns out manageable.

Rumination / Past Replay

1. Replaying a minor embarrassing moment for years.
2. Thinking “Why did I say that?” long after others forgot.
3. Beating yourself up over a decision that had reasonable logic.
4. Reliving an argument repeatedly in your head.
5. Obsessing over a missed opportunity from years ago.

Catastrophizing

1. Assuming a late reply means someone is upset or ending the relationship.
2. Believing a small mistake at work will lead to job loss.
3. Interpreting a headache as a serious illness.
4. Thinking one bad grade ruins your entire future.

Social Interpretation Bias

1. Assuming someone’s neutral tone means they dislike you.
2. Thinking people are judging you in a room when most aren’t paying attention.
3. Misreading silence as rejection.

Avoidance-Based Decisions

1. Not applying for a job due to imagined failure.
2. Staying in a safe but unfulfilling situation due to fear of change.
3. Not expressing feelings to avoid possible rejection (which creates regret later).

Overcontrol / Mental Rehearsal

1. Practicing conversations obsessively that never happen.

2. Trying to predict every outcome before taking action—leading to paralysis.

The Key Insight

Reality hurts once. The mind can make it hurt 10 times.

- Real pain = finite
- Imagined/extended pain = potentially infinite

Balanced Perspective

This idea is powerful, but not absolute:

✓ True:

- Much suffering is amplified by mental processes
- Thoughts significantly shape emotional experience

! But:

- Real hardship, trauma, and loss are also genuine sources of suffering
- This idea is not meant to invalidate real pain—it explains **how it gets magnified**

Practical Takeaway

To reduce this type of suffering:

- Catch distortions (“Is this actually happening?”)
- Ground in present facts
- Act despite uncertainty
- Replace prediction with observation
- Accept uncertainty instead of trying to eliminate it

Final Summary

- ✓ The statement is largely true

- 🧠 Our mind is both a simulator and an amplifier
- ⚠️ Most suffering comes from **interpretation, anticipation, and repetition**
- 🔑 Mastering these processes reduces unnecessary suffering dramatically

If you want, I can turn this into a **1-page mental model cheat sheet** or a simple daily checklist you can use—very practical.

Copilot

True. The idea that “we suffer more in imagination than in reality” reflects a well-documented psychological pattern: the human mind often generates more distress through anticipation, interpretation, and mental simulation than through actual events.

Below is a deep, structured breakdown with psychological pillars, behavioral patterns, and 22 concrete real-life examples.

What the statement means

We experience two kinds of suffering:

1. Actual suffering — what happens in reality.
2. Anticipatory or interpretive suffering — what we think might happen, what we fear others think, or what we imagine the consequences will be.

Most people spend far more time in the second category.

This is driven by how the human brain evolved: it predicts threats, simulates outcomes, and tries to avoid danger. But in modern life, this protective mechanism often overshoots.

Psychological pillars behind this phenomenon

Each pillar below begins with a Guided Link so you can explore any one of them further.

- Catastrophizing — imagining the worst possible outcome even when it’s unlikely.
 - Negativity bias — the brain gives more weight to threats than neutral or positive information.
 - Intolerance of uncertainty — discomfort with not knowing leads to mental

rehearsing of worst-case scenarios.

- Rumination — repetitive thinking loops that amplify distress.
- Emotional reasoning — assuming feelings reflect facts (“I feel scared, so something must be wrong”).
- Mind-reading — assuming we know what others think, usually negatively.
- Fortune-telling — predicting negative outcomes as if they’re guaranteed.
- Hypervigilance — scanning for danger even when none is present.
- Overgeneralization — one bad event becomes “everything always goes wrong.”
- Identity fusion with thoughts — believing every thought is true or meaningful.
- Threat simulation — the brain rehearses danger to prepare for it.
- Loss aversion — losses feel twice as powerful as gains, amplifying fear.
- Social evaluation fear — anticipating rejection or embarrassment.
- Perfectionism — fear of mistakes creates imagined catastrophes.
- Low distress tolerance — believing “I can’t handle it” increases anticipatory fear.

How a person typically thinks, behaves, and decides under these patterns

Each behavior begins with a Guided Link.

- Overthinks decisions — mentally simulates dozens of negative outcomes.
 - Avoids action — fear of imagined failure prevents trying.
 - Seeks reassurance — repeatedly asks others to reduce uncertainty.
 - Interprets ambiguity negatively — assumes silence, delays, or neutral expressions mean something bad.
 - Procrastinates — avoids discomfort by delaying tasks.
 - Makes safety-based choices — chooses the least risky option even when it limits growth.
 - Lives in mental simulations — spends more time imagining outcomes than experiencing life.
 - Acts defensively — prepares for criticism that hasn’t happened.
 - Struggles to trust positive evidence — discounts good signs as “exceptions.”

22 real-life examples of suffering more in imagination than reality

Each example illustrates a psychological pillar in action.

1. Before a job interview, someone imagines humiliation, rejection, and failure — but the interview goes smoothly.
2. Waiting for medical test results, a person imagines worst-case diagnoses despite no symptoms.
3. Sending a text, then panicking when the reply is delayed, assuming anger or rejection.
4. Preparing a presentation, imagining the audience laughing or judging — but they're attentive and supportive.
5. Starting a new job, fearing incompetence, only to learn tasks quickly.
6. Seeing a partner quiet, assuming they're upset, when they're simply tired.
7. Avoiding the gym, imagining everyone will stare, but no one pays attention.
8. Procrastinating on taxes, imagining the process is overwhelming, then finishing in 20 minutes.
9. Worrying about flying, imagining crashes despite statistical safety.
10. Avoiding a difficult conversation, imagining conflict, but the discussion ends calmly.
11. Assuming a friend is angry, because they used a short message — but they were just busy.
12. Fearing public speaking, imagining forgetting lines, but delivering fine.
13. Expecting to be judged for appearance, but others barely notice.
14. Avoiding dating, imagining rejection, though dates often go well.
15. Worrying about money, imagining bankruptcy despite stable income.
16. Overthinking a small mistake at work, imagining being fired, but the boss barely notices.
17. Fearing to ask a question, imagining looking stupid, but others had the same question.
18. Avoiding travel, imagining disasters, but trips are enjoyable.
19. Assuming a project will fail, imagining disaster, but it succeeds.

20. Worrying about aging, imagining decline, while life remains full and functional.
 21. Avoiding new hobbies, imagining embarrassment, but discovering enjoyment.
 22. Fearing to set boundaries, imagining backlash, but receiving respect.
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The deeper takeaway

The mind is a powerful simulator — but it often simulates threat more than truth. Understanding these pillars helps people:

- reduce unnecessary suffering
 - make clearer decisions
 - act with more courage
 - interpret events more accurately
 - live more in reality than imagination
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If you want, I can go deeper into how to reduce anticipatory suffering, how to reframe thoughts, or how to build resilience.