

## The Outrage Machine

A short video clip goes viral. A few seconds, no context, but it looks damning. Within hours it's everywhere. Someone's career, reputation, or peace of mind is on the line before the fuller footage — the part that complicates the story — ever gets the same reach the first six seconds did.

It's tempting to treat this as an accident of human nature: people are emotional, algorithms are neutral, outrage just happens to travel fast. But that's not quite the full picture, and the parts that are missing matter.

Facebook's own internal researchers found that posts drawing angry reactions were disproportionately likely to carry misinformation and low-quality content — and for years, the company's ranking algorithm weighted an angry reaction five times higher than a simple "like." Employees warned this was making political discourse more contentious. The company kept the weighting anyway, because reversing it would have cost engagement, and engagement is the product. That's not a rumor — it came out of the company's own leaked internal documents.

And when outrage crosses the line from "spun hard" into "provably false," it's occasionally cost real money — from real courts, not just public opinion. Fox News paid \$787.5 million to settle a defamation suit after a judge found its on-air claims about a voting machine company were false. CNN separately paid an undisclosed multimillion-dollar settlement to a teenager it had covered inaccurately in a different viral controversy, after fuller video complicated the story CNN had run with. Different networks, different politics, same underlying failure: reporting shaped more by what would get attention than by what was actually true, expensive enough in both cases to end in a settlement rather than a trial.

None of this requires a grand coordinated conspiracy to explain most of what you see day to day — an economy that rewards attention over accuracy is enough on its own. But it's also true that some of the division has been deliberately manufactured by people with no stake in either side winning. A bipartisan Senate Intelligence Committee investigation found that Russian operatives ran a sustained campaign explicitly built to deepen American distrust — not by favoring one side's arguments, but in many cases by running accounts on both sides of the same divisive issues at once, arguing against each other, with the actual goal of making Americans see one another as the enemy. The point was never to win the argument. The point was to make sure the argument never ended.

This is why "take a beat" isn't just good personal advice — it's the one move the system is least built to survive. A person who waits for the second video, asks who benefits from their anger, and checks whether the claim would still hold up in a courtroom is a person the outrage economy makes less money from. That's not a coincidence. That's the whole design.

The test isn't "was I right to be upset." It's simpler: **who gets paid — or who wins — if I react right now, before I've seen the rest of it?**