

don't be normal.



hugh

Brendan from A-Circle AS ... AKA Å (www.a-circle.no)

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Interested v Interesting

Questioning skills

Black mystery

Open and closed questions

Listening

Not about the nail

Awareness of level of decisions

What has already been decided?

How to write a Decision statement

Brendan demonstrates Decision Analysis method

Present the case for delegates

Groups work on clarifying the decision statement

Report back

Brendan demonstrates listing without discussion

Brendan demonstrates writing objectives

Play case film

Groups work on developing objectives

Use question skills

Groups present objectives

Brendan demonstrates evaluating alternatives

Play case film on alternatives

Groups work on evaluating alternatives

Brendan demonstrates risks

Groups find risks

Groups state selected alternative

Play final movie

Uses of Decision analysis at delegates work

TOYF method

Requirements to fulfill? Risks to avoid? Symptoms to remove? Resources and restrictions? Stakeholders?

Stakeholders (Decision makers, influencers, implementers)

Simplify understandable key requirements

100 days

Questions

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“We're constantly faced with decisions. A lot of times, the right ones take more work; it takes longer to see benefit: they're the long route.”

Tyler Joseph

“When your values are clear to you, making decisions becomes easier.”

Roy E. Disney

“I made decisions that I regret, and I took them as learning experiences... I'm human, not perfect, like anybody else.”

Queen Latifah

“Stay committed to your decisions, but stay flexible in your approach.”

Tony Robbins

“When you wake up every day, it's like a new birthday: it's a new chance to be great again and make great decisions.”

Poo Bear

“It is hard to imagine a more stupid or more dangerous way of making decisions than by putting those decisions in the hands of people who pay no price for being wrong.”

Thomas Sowell



“Passion provides purpose, but data drives decisions.”

Andy Dunn

“Our life is the sum total of all the decisions we make every day, and those decisions are determined by our priorities.”

Myles Munroe

“Life teaches you that you need to make decisions in the right time - not too early, not too late.”

Jeb Bush

“Making tough decisions that may make someone unhappy is something to get good at doing.”

Phoebe Robinson

“Those who play badminton well take decisions quickly.”

Dmitry Medvedev

“You've got to do what's right, or what you think is right. And you've got to make tough decisions. And you've got to be willing to take on your friends when you disagree with them.”

Antonio Villaraigosa

“I think an important lesson from the game is that once you have made a move, you cannot take it back. You really have to measure your decisions. You think a lot. You evaluate your choices very carefully. There's never any guarantee about what's going to follow once you have made a decision.”

Viswanathan Anand

“High achievers spot rich opportunities swiftly, make big decisions quickly and move into action immediately. Follow these principles and you can make your dreams come true.”

Robert H. Schuller



“What I learned is that in business you must make decisions based on facts, not react with your heart. ”

Mario Andretti

“Policy makers, like most people, normally feel that they already know all the psychology and all the sociology they are likely to need for their decisions. I don't think they are right, but that's the way it is.”

Daniel Kahneman

“Now, look, I - I like to look at evidence. I plead to that. I think evidence is important when you're making decisions that affect other people's lives.”

Hillary Clinton

“When I'm in management meetings when we're deciding my future, those decisions are left up to me. I'm the one who has to go out and fulfill all these obligations, so I should be able to choose which ones I do or not. That's the part of my life where I feel most in control.”

Taylor Swift

“Founding a company is hard. Most of it isn't smooth. You'll have to make very hard decisions. You have to fire a few people. Therefore, if you don't believe in your mission, giving up is easy. The majority of founders give up. But the best founders don't give up. Mark Zuckerberg”

Mark Zuckerberg

“You can't have people making decisions about the future of the world who are scientifically illiterate. That's a recipe for disaster. And I don't mean just whether a politician is scientifically literate, but people who vote politicians into office.”

Neil deGrasse Tyson

“Quick decisions are unsafe decisions.”

Sophocles

## Cognitive bias to think about...that screw up decisions

### Anchoring bias

People are overreliant on the first piece of information they hear. In a salary negotiation, for instance, whoever makes the first offer establishes a range of reasonable possibilities in each person's mind. Any counteroffer will naturally be anchored by that opening offer.

- Availability heuristic

When people overestimate the importance of information that is available to them. For instance, a person might argue that smoking is not unhealthy on the basis that his grandfather lived to 100 and smoked three packs a day.

- Bandwagon effect

The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a powerful form of groupthink — and it's a reason meetings are often unproductive.



## Cognitive bias to think about...

- Blind spot bias

Failing to recognize your cognitive biases is a bias in itself. Notably, Princeton psychologist Emily Pronin has found that "individuals see the existence and operation of cognitive and motivational biases much more in others than in themselves."

- Choice-supportive bias

When you choose something, you tend to feel positive about it, even if the choice has flaws. You think that your dog is awesome — even if it bites people every once in a while — and that other dogs are stupid, since they're not yours.

- Clustering illusion

This is the tendency to see patterns in random events. It is central to various gambling fallacies, like the idea that red is more or less likely to turn up on a roulette table after a string of reds.

## Cognitive bias to think about...

- Ostrich effect

The decision to ignore dangerous or negative information by "burying" one's head in the sand, like an ostrich. Research suggests that investors check the value of their holdings significantly less often during bad markets.

- Outcome bias

Judging a decision based on the outcome — rather than how exactly the decision was made in the moment. Just because you won a lot in Vegas doesn't mean gambling your money was a smart decision.

- Overconfidence

Some of us are too confident about our abilities, and this causes us to take greater risks in our daily lives. Perhaps surprisingly, experts are more prone to this bias than laypeople. An expert might make the same inaccurate prediction as someone unfamiliar with the topic — but the expert will probably be convinced that he's right.

## Cognitive bias to think about...

- Placebo effect

When simply believing that something will have a certain impact on you causes it to have that effect. People given "fake" pills often experience the same physiological effects as people given the real thing.

- Pro-innovation bias

When a proponent of an innovation tends to overvalue its usefulness and undervalue its limitations. Sound familiar, Silicon Valley?

- Recency

The tendency to weigh the latest information more heavily than older data. As financial planner Carl Richards writes in The New York Times, investors often think the market will always look the way it looks today and therefore make unwise decisions.

## Cognitive bias to think about...

- Saliency

Our tendency to focus on the most easily recognizable features of a person or concept. When you think about dying, for example, you might worry about being mauled by a lion, even though dying in a car accident is statistically more likely, because the lion attacks you've heard about are more dramatic and stand out in your mind.

- Selective perception

Allowing our expectations to influence how we perceive the world. In a classic experiment on selective perception, researchers showed a video clip of a football game between Princeton and Dartmouth Universities to students from both schools. Results showed that Princeton students saw Dartmouth players commit more infractions than Dartmouth students saw. The researchers wrote: "The 'game' exists for a person and is experienced by him only in so far as certain happenings have significances in terms of his purpose."

## Cognitive bias to think about...

- Stereotyping

Expecting a group or person to have certain qualities without having real information about the individual.

There may be some value to stereotyping because it allows us to quickly identify strangers as friends or enemies. But people tend to overuse it — for example, thinking low-income individuals aren't as competent as higher-income people.

- Survivorship bias

An error that comes from focusing only on surviving examples, causing us to misjudge a situation.

For instance, we might think that being an entrepreneur is easy because we haven't heard of all of the entrepreneurs who have failed.

## Cognitive bias to think about...

- Zero-risk bias

Sociologists have found that we love certainty — even if it's counter productive.

Thus the zero-risk bias.

"Zero-risk bias occurs because individuals worry about risk, and eliminating it entirely means that there is no chance of harm being caused," says decision science blogger Steve Spaulding. "What is economically efficient and possibly more relevant, however, is not bringing risk from 1% to 0%, but from 50% to 5%."



Texas sharpshooter fallacy  
Eg. Write the benefits plan after the project