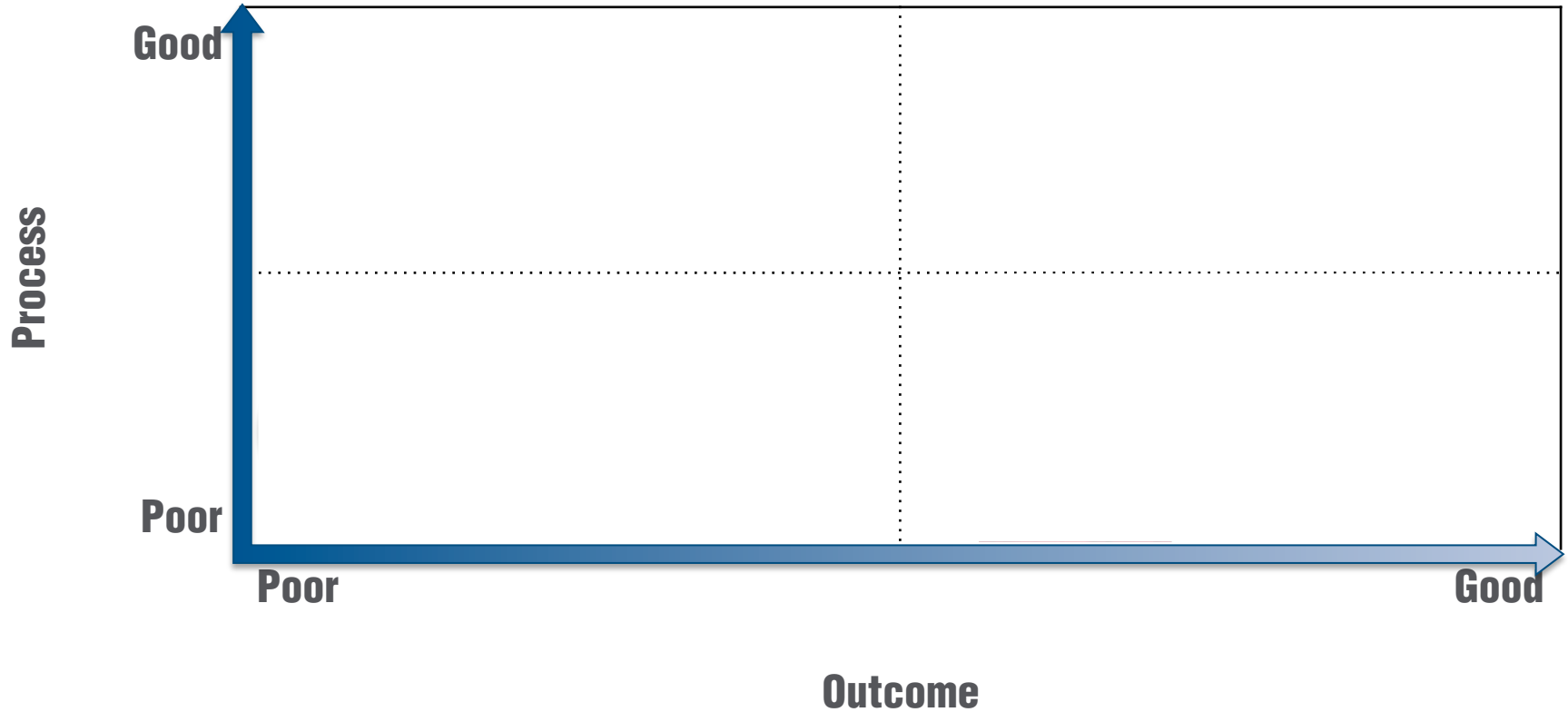


# **GOLFSA CLUB SUPPORT FORUM MAKING BETTER DECISIONS**

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Facilitated by Anna Lee

# DECISION OUTCOME VS PROCESS



# TWO SYSTEMS OF THINKING



## Conscious thought

- What we think of when we think of 'thinking'
  - Controlled and logical
- Prefers accuracy over speed and efficiency
  - Available to introspection and reflection



## Unconscious thought

- Thinking that we don't know we're doing
  - Holistic and pattern-detecting
  - Prefers speed over accuracy
  - Closed to introspection and

# ROLES IN DECISION-MAKING



## Conscious thought

This brain decides whether to 'agree'

BUT

It can only make that decision if it has adequate time  
and space to do so



## Unconscious thought

This brain simply reacts to learned patterns

# IMPACT ON DECISION-MAKING



## Conscious thought

This brain knows that in order to make rational decisions, one must be open to perspectives that differ from one's own



## Unconscious thought

This brain gets irritated when people disagree with it



$$204 + (28 \times 4) =$$







**“My intuitive thinking is just as prone to overconfidence, extreme predictions, and the planning fallacy as it was before I made a study of these issues.”**

Daniel Kahnemann, Nobel Prize Winner



# Groupthink



A group's tendency to agree with each other, hold back objections and ignore dissenting views, often at the expense of effective decision-making.

# RED FLAGS AND SAFEGUARDS



Learning when bias may get in the way  
of decision-making – and learning what  
to do about it

# DEVIL'S ADVOCATE



- Those members of the decision-making group with greatest seniority/status should take turns in playing the role of Devil's Advocate
- The Devil's Advocate finds any 'holes' in perspectives presented, and also identifies any biases at play
- The Devil's Advocate also critiques any and all options presented for decision-making

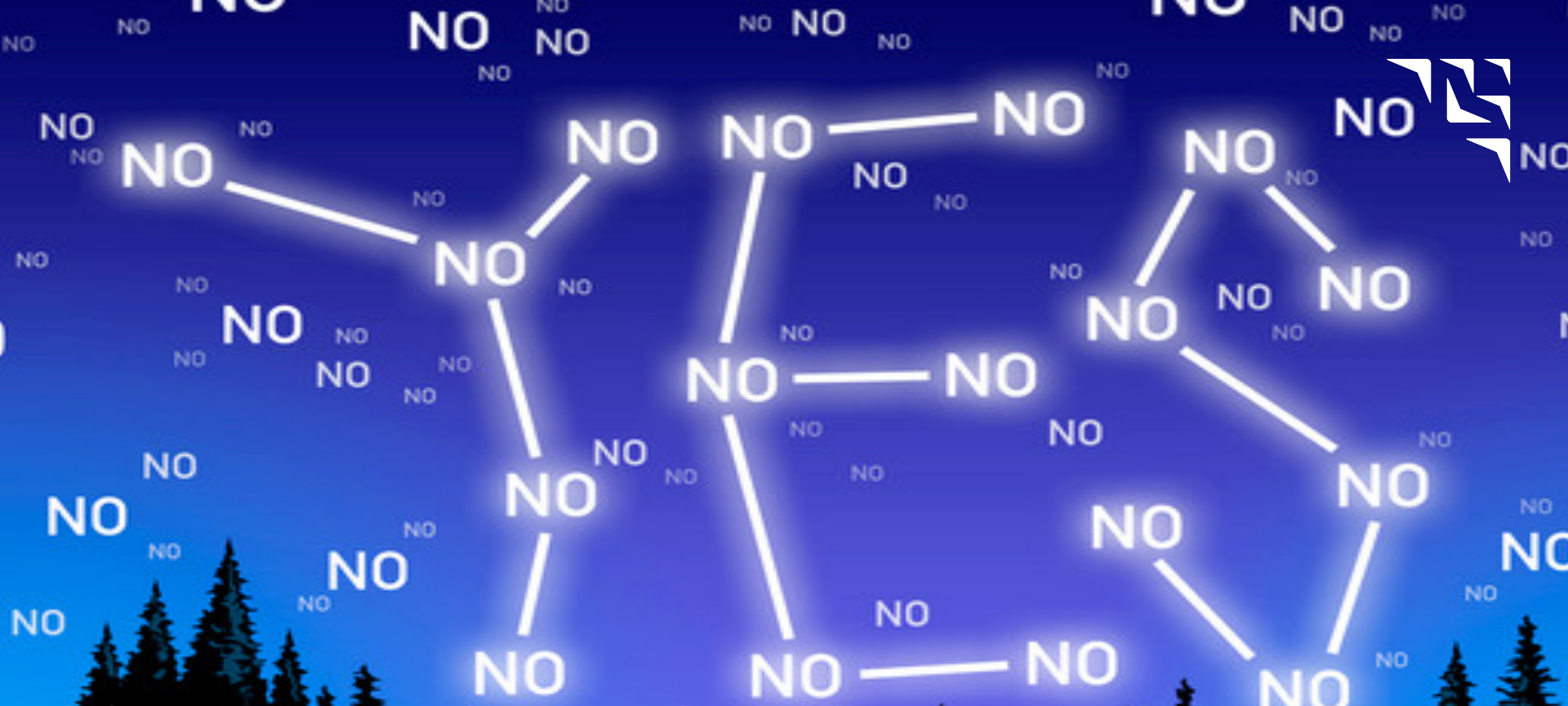


# CONDUCT PRE-MORTEM



- Decision-makers cast their minds forward 6 months/a year/2 years. ‘What if’ the decision has resulted in an abject failure? Why might this be?
- All individuals write down every reason they can think of for such an outcome.
- Individuals take turns to read from their lists until all possible reasons are recorded.
- In a separate session, those reasons deemed of greatest concern are examined and safeguards put in place.





**CONFIRMATION BIAS:** The tendency to frame information, or seek data, in such a way that it confirms our existing beliefs.



# First look: iPhone 5

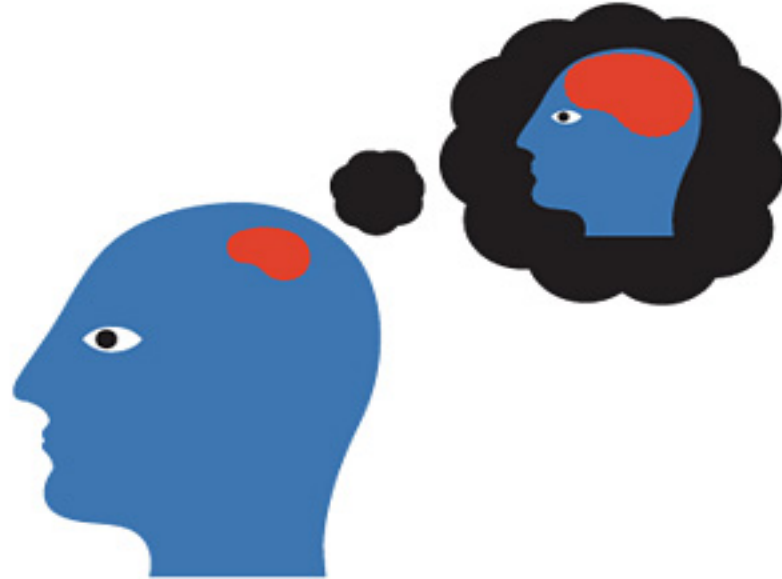
# CONFIRMATION BIAS SAFEGUARDS



- Actively seek contradictory data, information and views
- Analyse whether the self-interest of you or others is at play
- Analyse the degree to which framing has influenced the decision
- Use the Devil's Advocate technique



# OVERCONFIDENCE BIAS



**OVERCONFIDENCE BIAS:** The belief that we know more, predict better and judge more accurately, than is objectively the case.

# OVERCONFIDENCE BIAS SAFEGUARDS



- Actively seek dissenting views
- Analyse whether your previous experience is relevant to the situation at hand
- Ask yourself ‘how would others rate my knowledge/ judgement in this scenario?’
- Ask ‘what if?’ questions

# GROUND RULES FOR CONFLICT



- Identify who is ultimately responsible for decision
- Identify what problem the decision is trying to solve (and externalise it – whiteboard/butcher’s paper)
- Appoint a Devil’s Advocate
- Everyone come to DM meeting with own view, note it and share it first
- Spend more time listening than speaking
- Conduct a pre-mortem
- Record the decision process
- Debate ceases once decision is made

The difficulty lies, not in the new ideas, but in escaping the old ones.

