

Better Choices

Overcome Barriers of Natural Decision Making



Steve Dwire
Leadership & Executive Coach



Decisions ... Decisions ...

- **New Technology**
- **Aging Tools**
- **Negative Customer Feedback**
- **Which Job?**
- **Where to Live?**
- **Is This Person “The One” For Me?**

Decisions ... Decisions ...

- **Merge with another company?**
- **Join a group or board?**
- **Volunteer for a project or organization?**
- **Accept a promotion or transfer?**

Awareness vs. Skill

	Unskilled	Skilled
Partially Aware	Consciously incompetent	Consciously competent
Unaware	Unconsciously incompetent	Unconsciously competent

Source: Adapted from Dennis Hooper, Anne Wilson Schaef, Confucius

Type 1 vs. Type 2 Decisions

Simple Question:

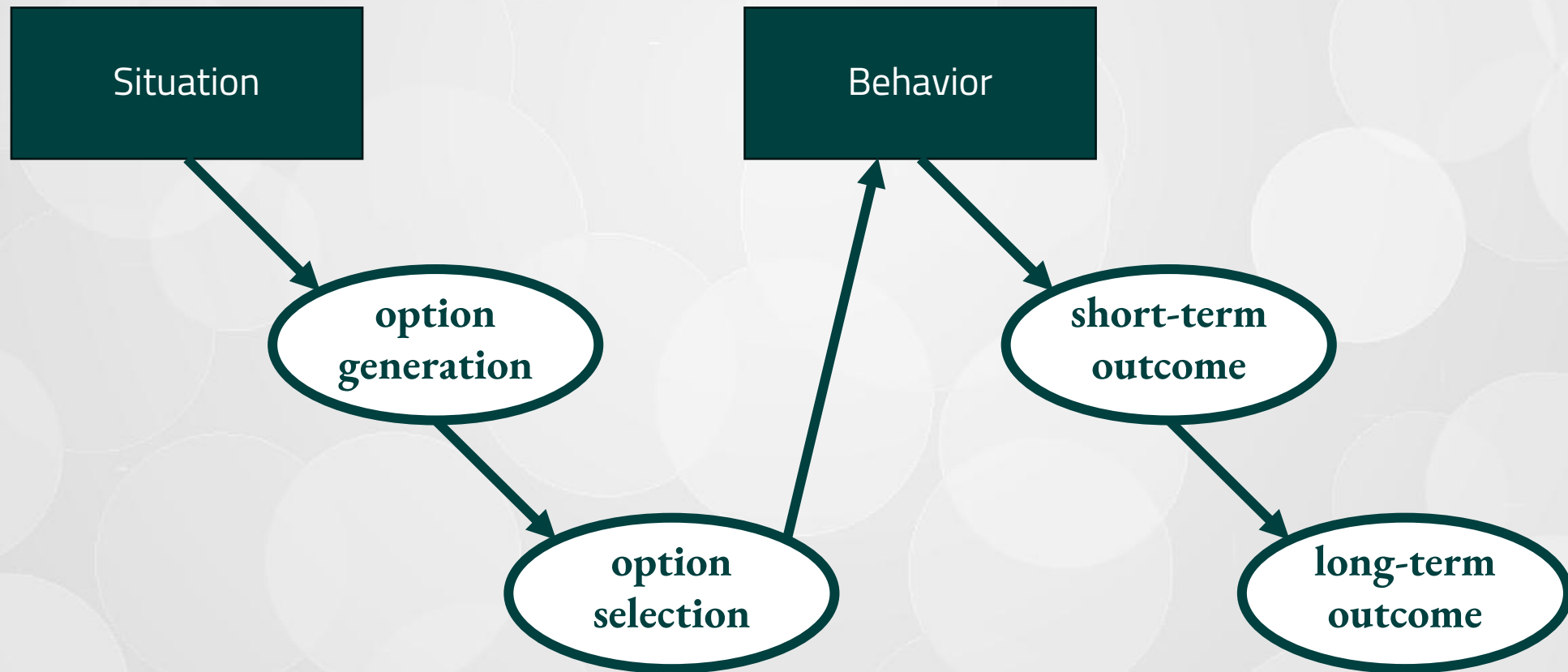
Is it Consequential and Irreversible?

If it is, then it's a Type 1 decision.

Type 1 vs. Type 2 Decisions



Choice Model



Source: Adapted from Dennis Hooper, Stephen Covey (*7 Habits of Highly Effective People*)

Choice Model

*Even when it **seems** we **shortcut** the model,
we do so **because** we have **followed** it in the past.*

*We **believe** the **conclusions** we made **back then**.*

Increasingly Difficult:

1. See that we *can be* mistaken (humility)
2. See that we *were* mistaken (awareness)
3. See *where* we were mistaken (discernment)
4. Commit to *change* what was mistaken (discipline)

A person wearing a yellow beanie with a "DELUCA Supply" tag and a white jacket is covering their face with both hands. The person has visible tattoos on their hands and forearms. The background is dark and textured. The text "But ... It's hard to learn from the past." is overlaid at the bottom of the image.

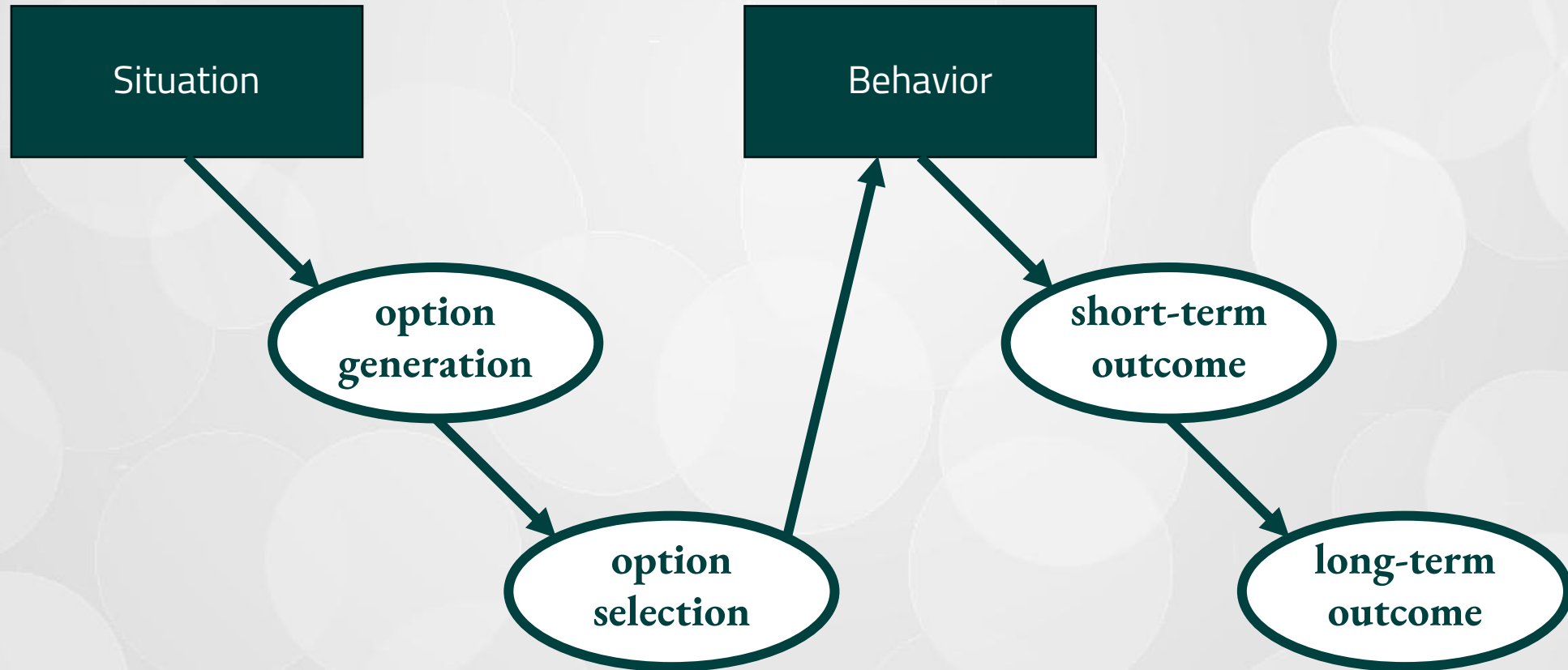
But ... It's hard to learn from the past.

Choice Model

*We think that **our choice** was a mistake.*

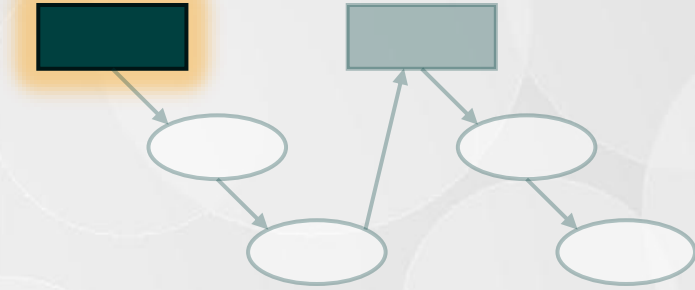
*But often the mistake is **how** we made the choice.*

Choice Model



Source: Adapted from Dennis Hooper, Stephen Covey (*7 Habits of Highly Effective People*)

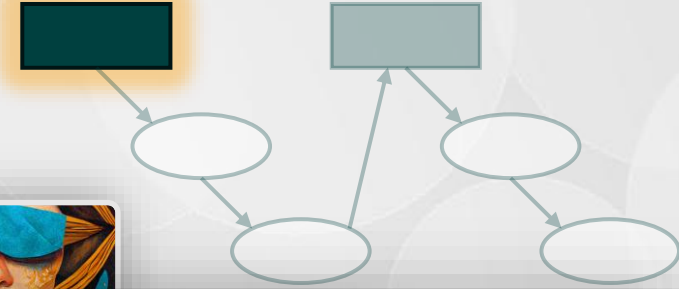
Situation



What are the facts?

What do they tell me?

Situation



ALL MODELS ARE WRONG

We use shortcuts to communicate general ideas to cover all applications

KITTED . APP / SNARE - 001



ILLUSION OF TRUTH EFFECT

The more we're told biased information, the more believable it seems

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THE DUNN-KRUGER EFFECT

Those with the least understanding tend to be the most overconfident


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ANCHORING BIAS

Our initial judgment disproportionately influences subsequent judgments

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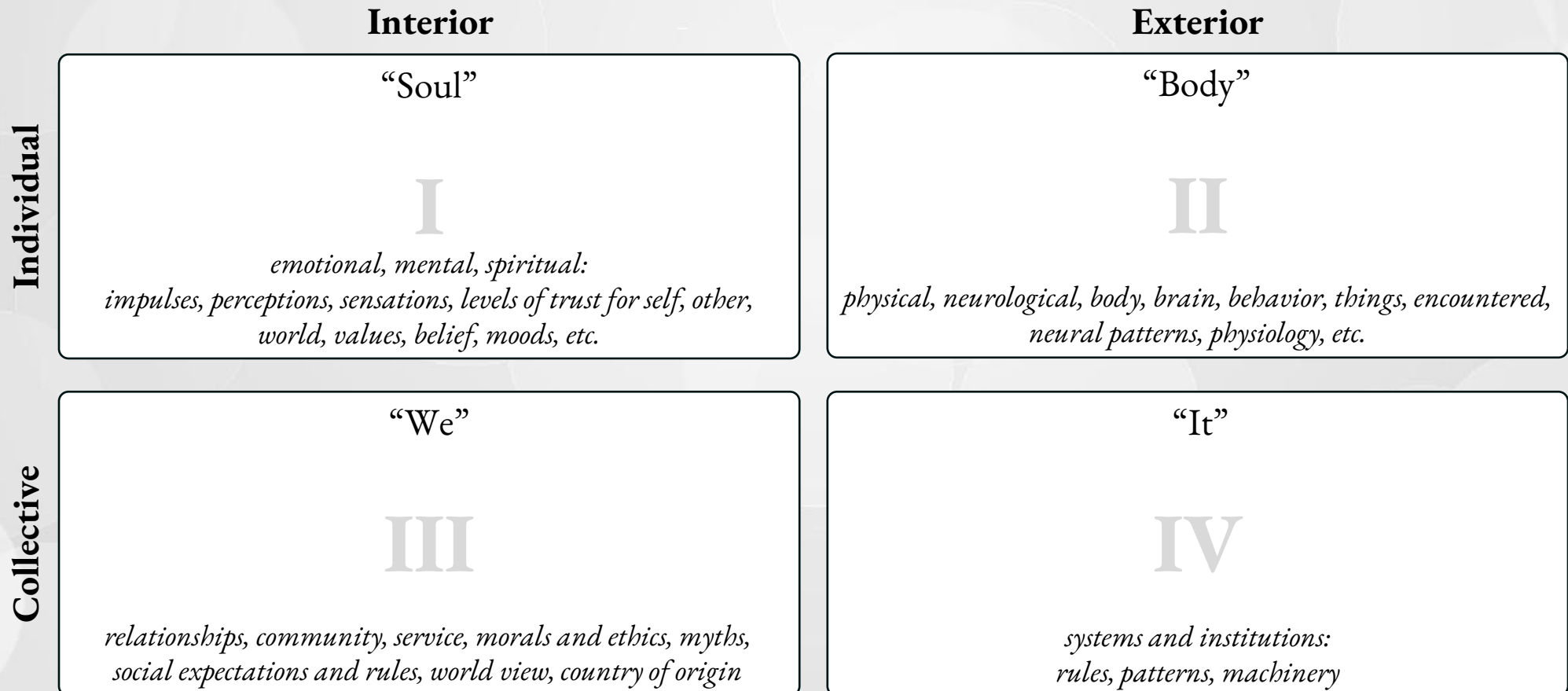


CONFIRMATION BIAS

We look for things that confirm our existing beliefs

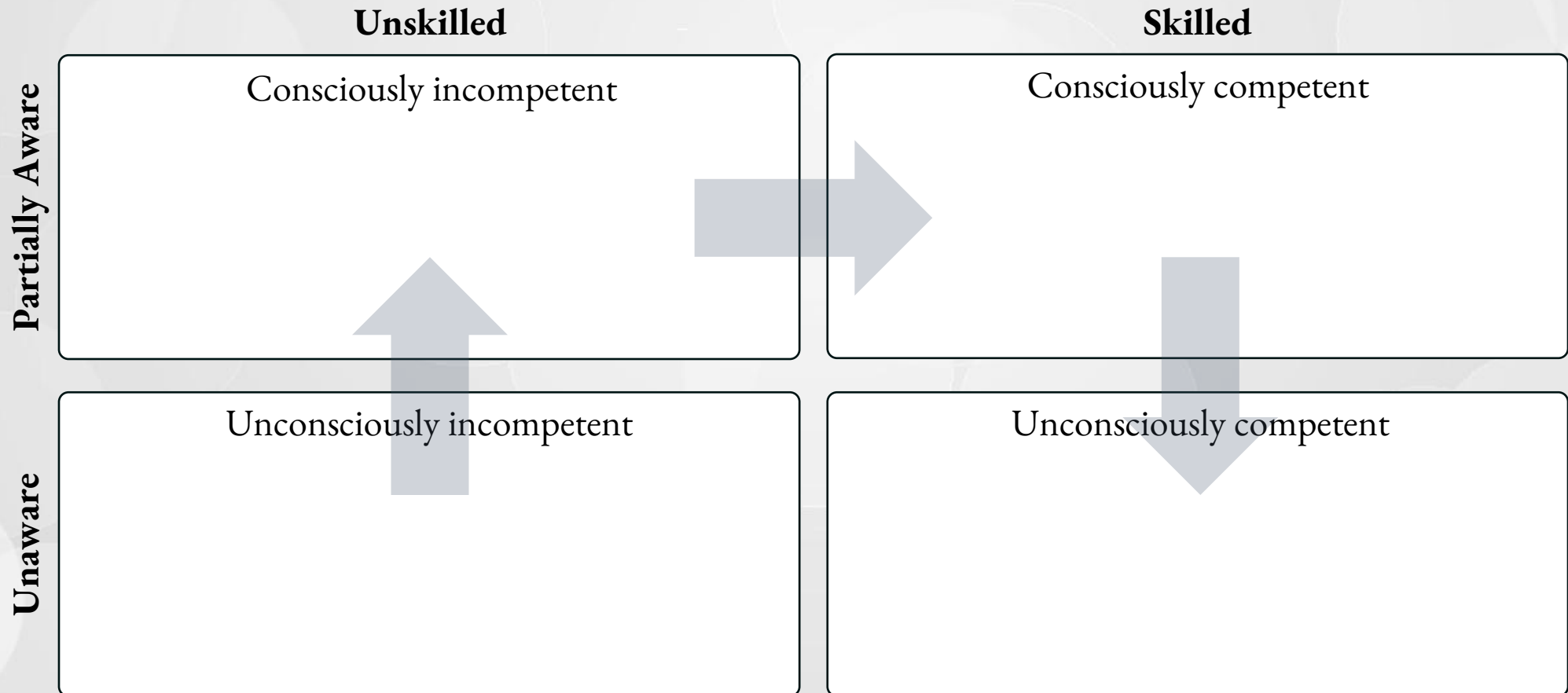
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Identity, Being, Influence, & Change



Source: Adapted from Ken Wilber, 2000

Awareness vs. Skill



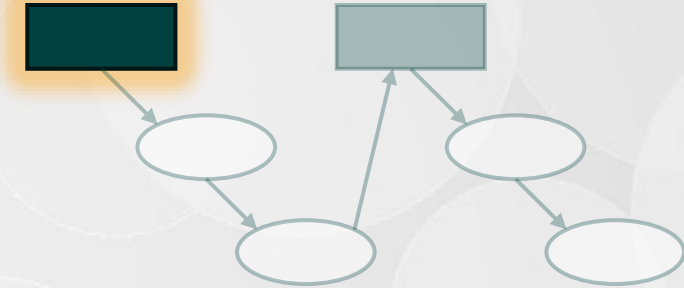
Source: Adapted from Dennis Hooper, Anne Wilson Schaef, Confucius

Consciously Competent

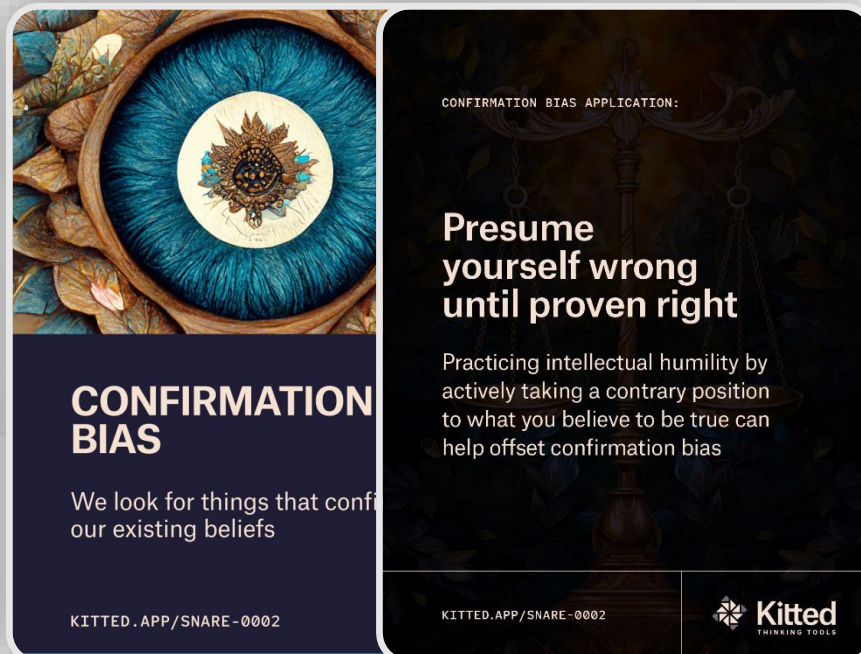
“But strong meat belongeth to them that are of full age, *even* those who **by reason of use** have their senses **exercised** to discern both good and evil.”

— *Hebrews 5:14*

Situation



<https://kitted.app/discovery/snares/0004>



CONFIRMATION BIAS APPLICATION:


Presume yourself wrong until proven right

Practicing intellectual humility by actively taking a contrary position to what you believe to be true can help offset confirmation bias

CONFIRMATION BIAS

We look for things that confirm our existing beliefs

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CHERRY PICKING FALLACY APPLICATION:

Searching for the truth

It's easy to use search engines to confirm our assumptions by using search terms that favor our agenda. So whenever searching for evidence, be mindful to seek disconfirming evidence as well as that which might agree with your presumptions and beliefs.

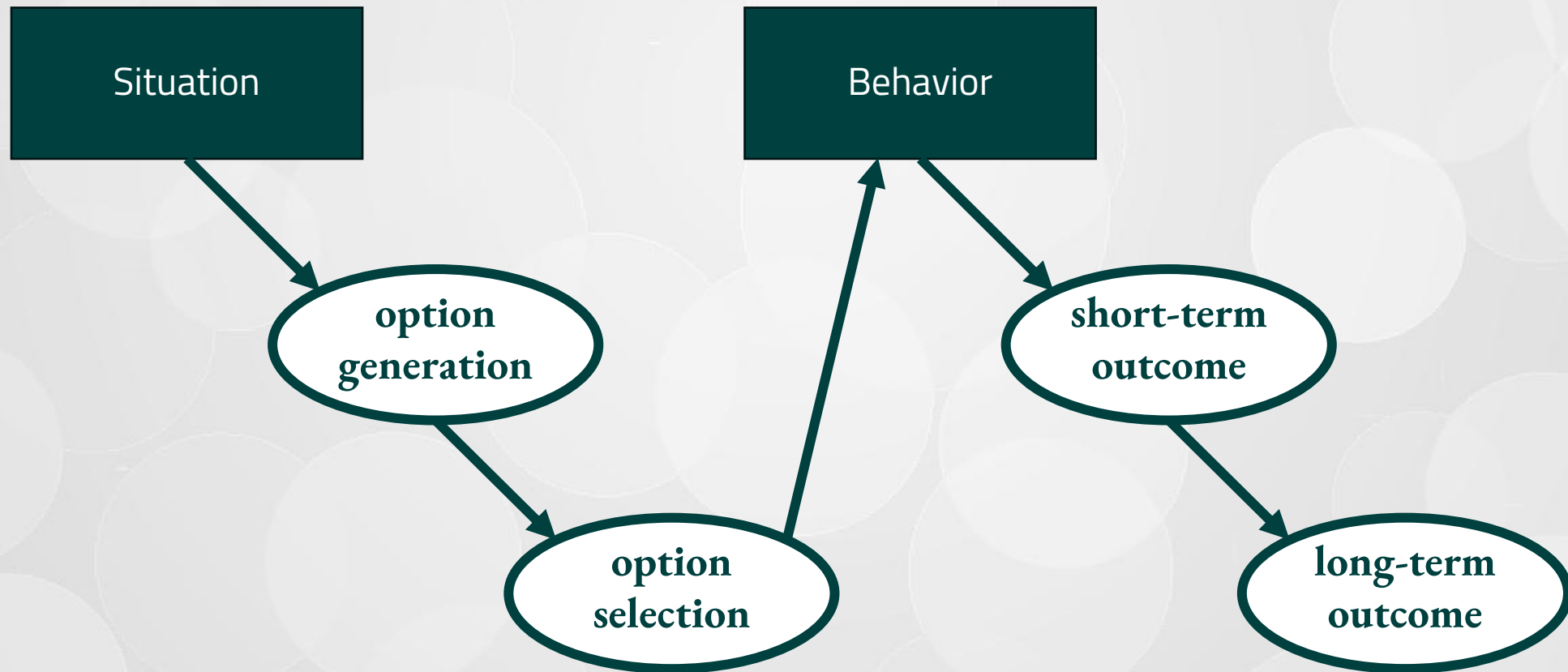
CHERRY PICKING FALLACY

Selecting that which aligns with a belief or agenda, and omitting that which does not

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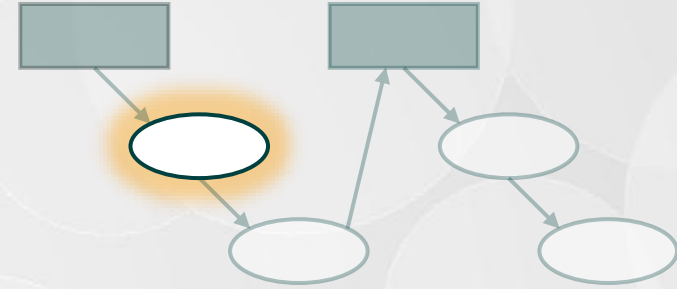
Choice Model



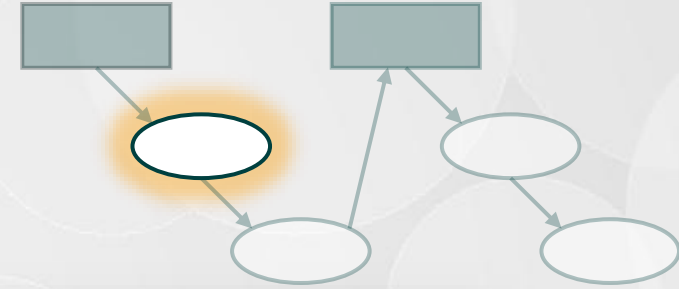
Source: Adapted from Dennis Hooper, Stephen Covey (*7 Habits of Highly Effective People*)

Option Generation

What can I do about it?



Option Generation



your fallacy is



black-or-white

You presented two alternative states as the only possibilities, when in fact more possibilities exist.

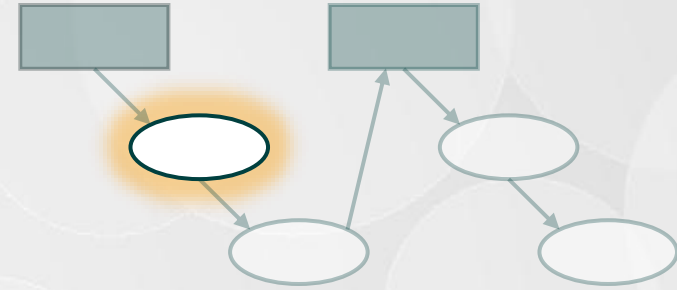
yourlogicalfallacyis.com/black-or-white

Source: yourlogicalfallacyis.com, thethinkingshop.org

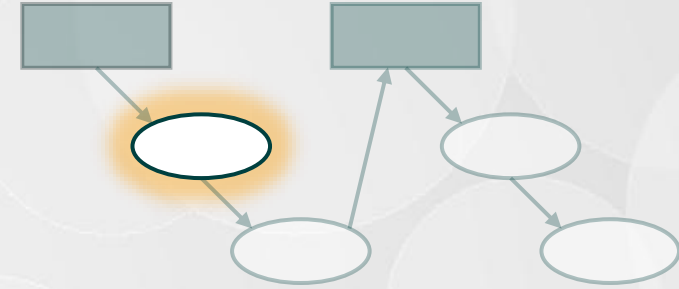
Option Generation

Brainstorming:

Use the “Peanut Butter” rule.



Option Generation

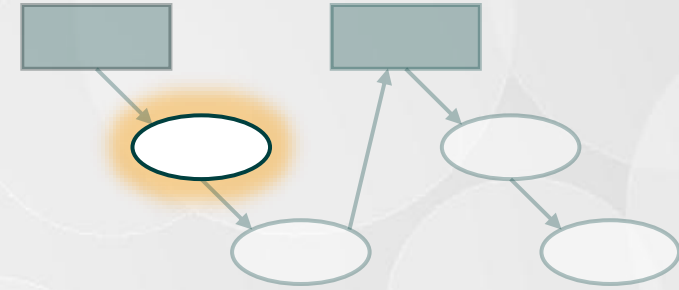


<https://kitted.app/discovery/frames/0003>



Source: kitted.app

Option Generation



Six Thinking Hats



White: Facts



Red: Intuition



Yellow: Optimism



Black: Risks



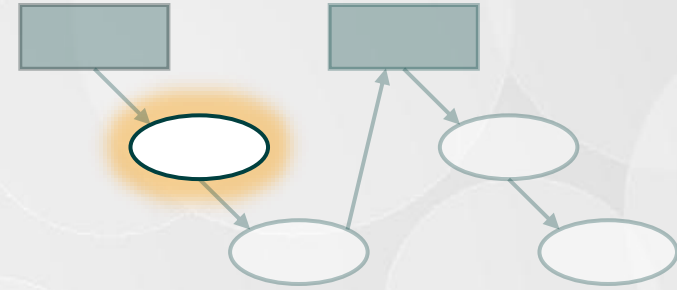
Green: Creativity



Blue: Process

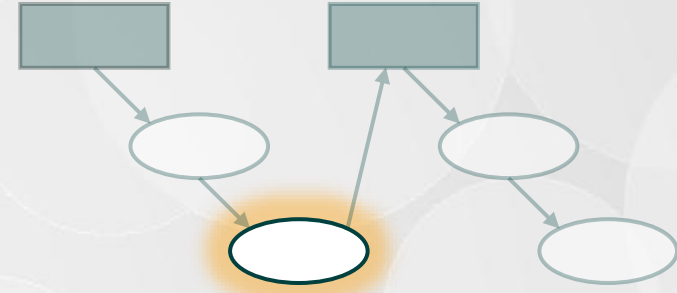
Option Generation

What *can* I do about it?

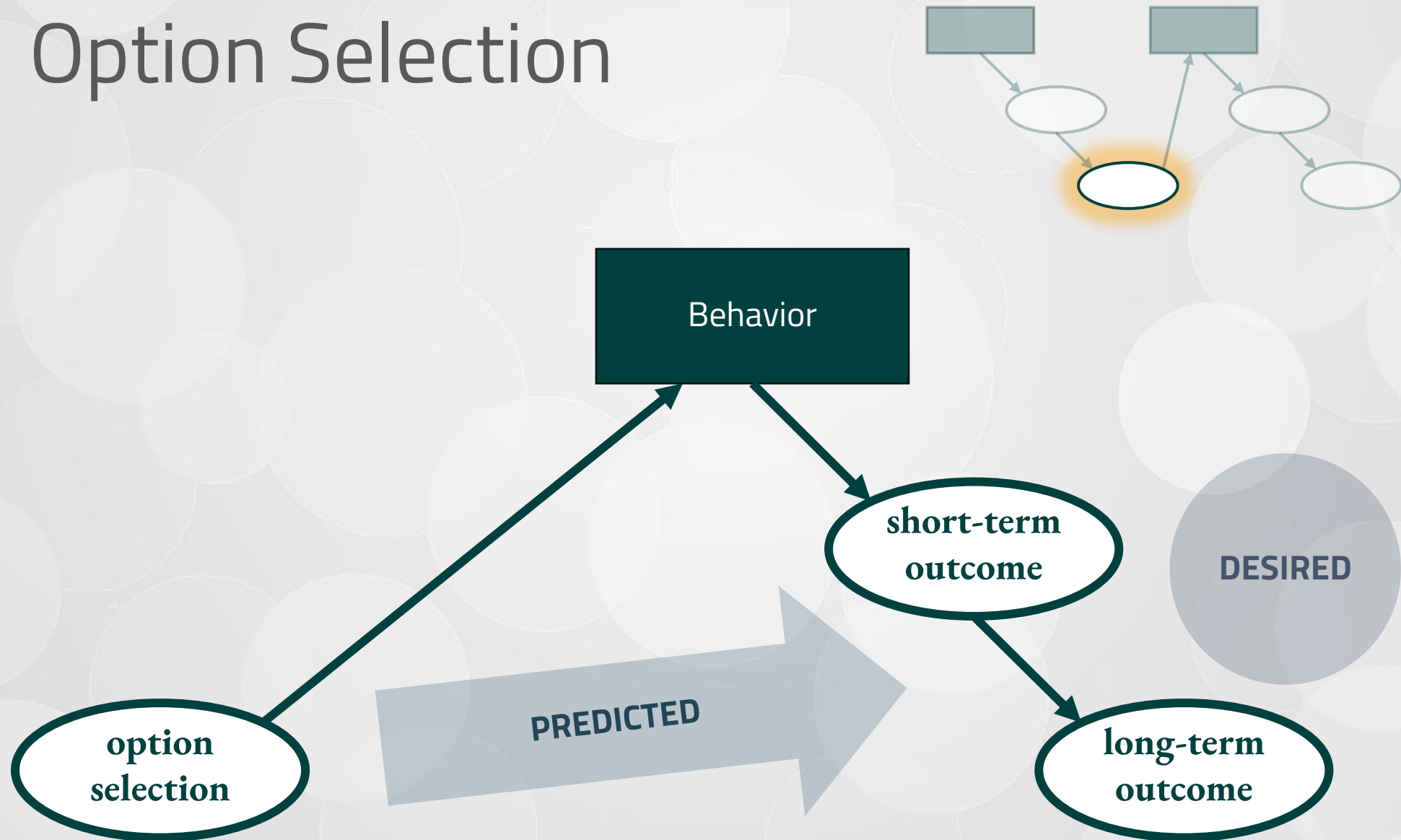


Option Selection

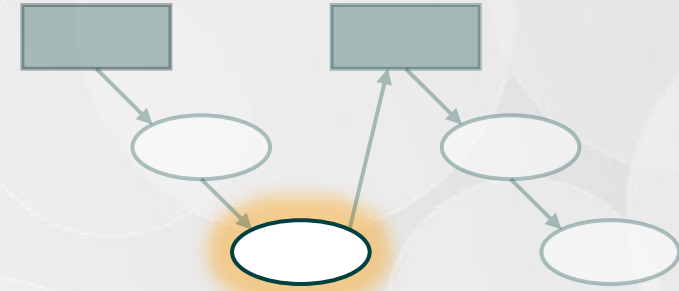
What *will* I do about it?



Option Selection



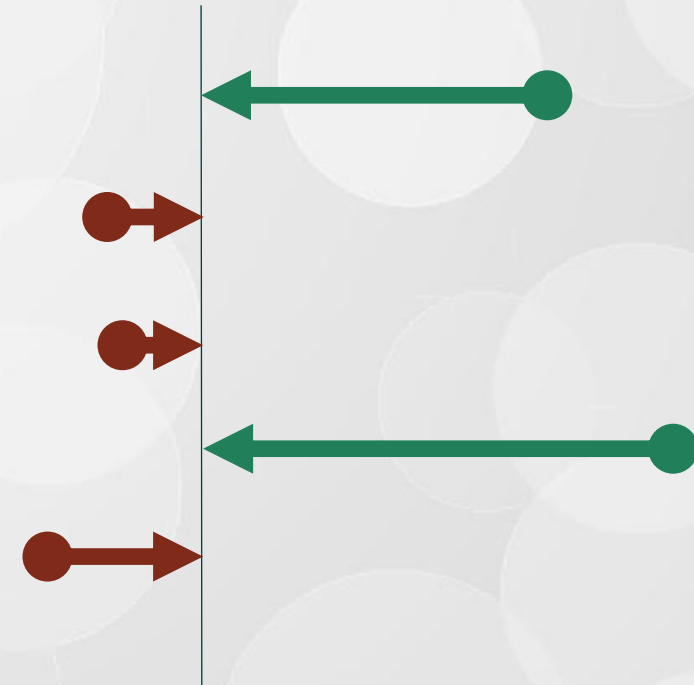
Option Selection



Pros / Cons

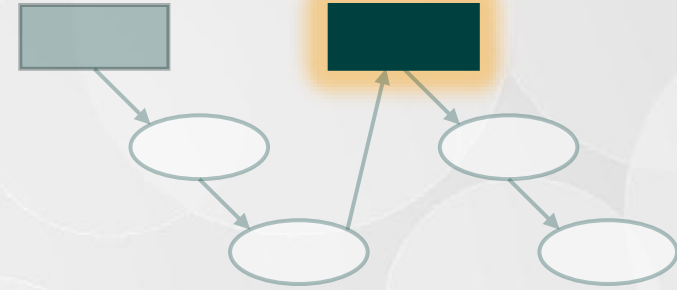


Force Field Analysis



Source: Adapted from Kurt Lewin

Behavior

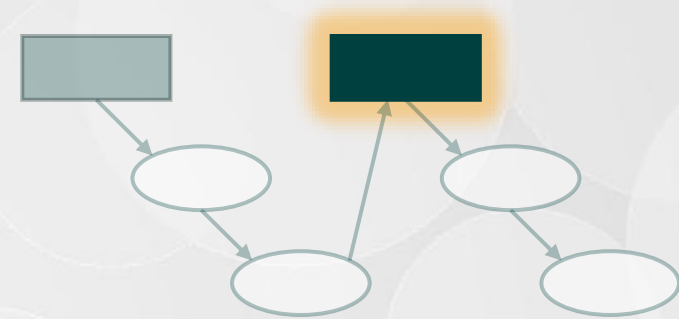


What do I actually do?

Why don't I do what I said I would?

- Not lack of time, but lack of energy

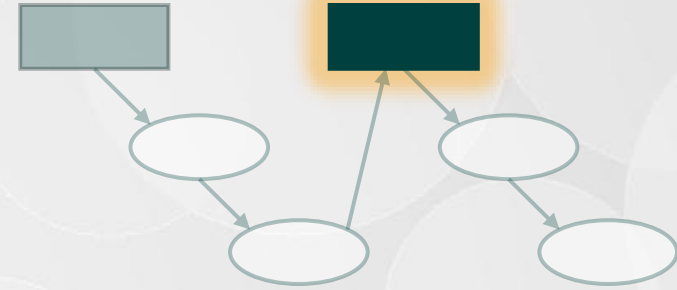
Behavior



Energy Audit

Energy Gainers	Energy Drainers
People	People
Environments	Environments
Events	Events
Objects	Objects
Habits / Rituals	Habits / Rituals

Behavior

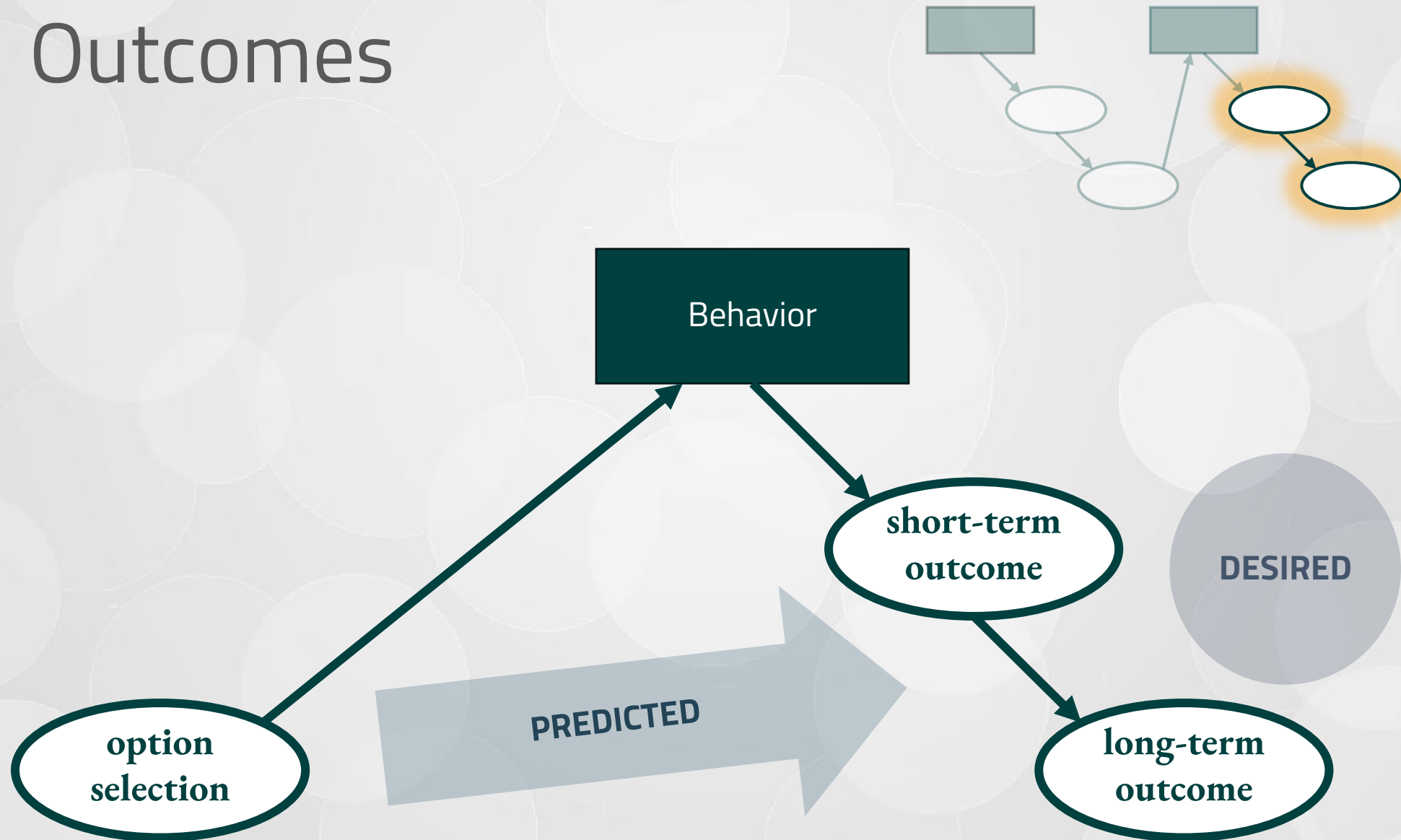


What do I actually do?

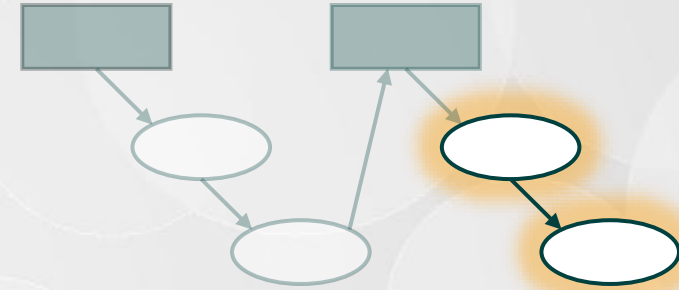
Why don't I do what I said I would?

- Not lack of time, but lack of energy
- Outcomes aren't personally compelling

Outcomes

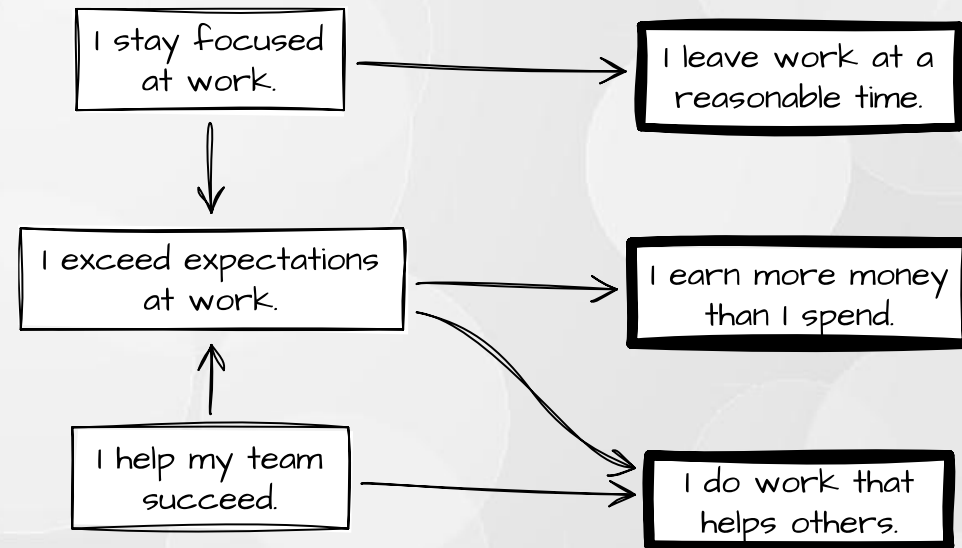


Outcomes



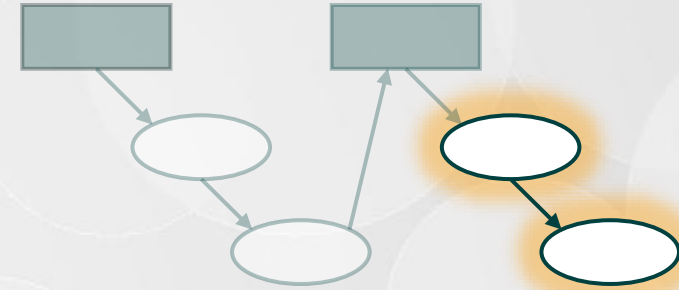
Values Discovery

Life Behavior Map



northwayinsights.com/exercises

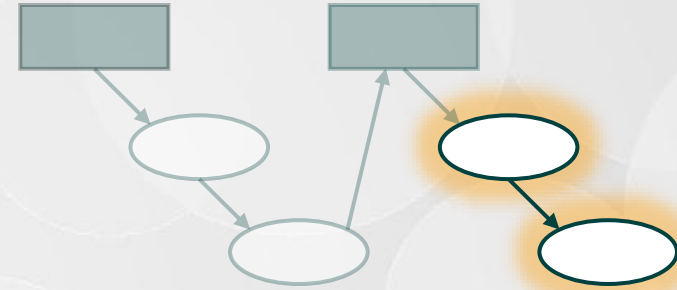
Outcomes



Balance: “Right & Left Oars”

How well do the Short-Term Outcomes (“Leading Indicators”) predict the Long-Term Outcomes (“Lagging Indicators”)?

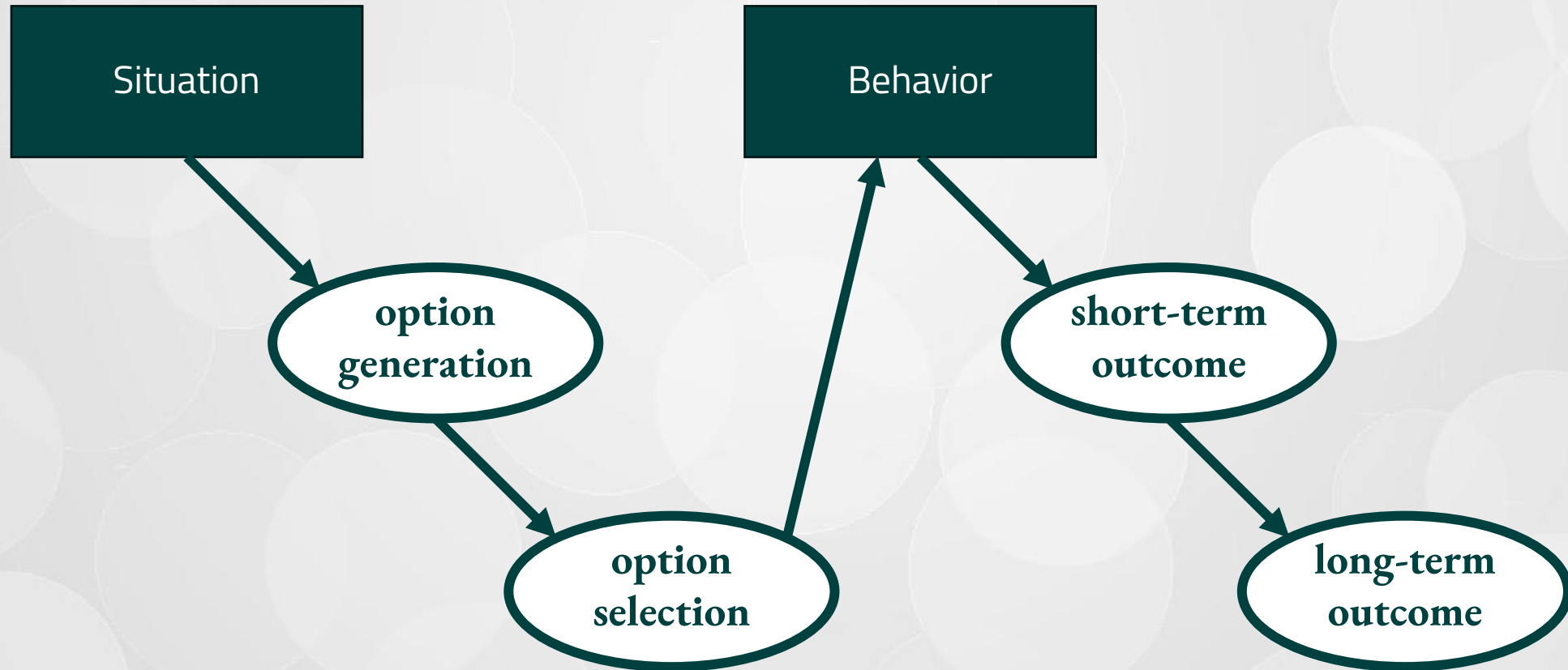
Outcomes



Outcomes are more “Situations”

Proper evaluation requires the same tools.

Choice Model



Source: Adapted from Dennis Hooper, Stephen Covey (*7 Habits of Highly Effective People*)

Tools Introduced

- Awareness *vs.* Skill
- Type 1 *vs.* 2 Decisions
- Kitted.app
- TheThinkingShop.org
- “Peanut Butter” Brainstorm
- Six Thinking Hats
- Force Field Analysis
- Energy Audit
- Values Discovery Exercise
- Life Behavior Map
- Right & Left Oars
- Leading vs. Lagging Indicators

Questions and Answers

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