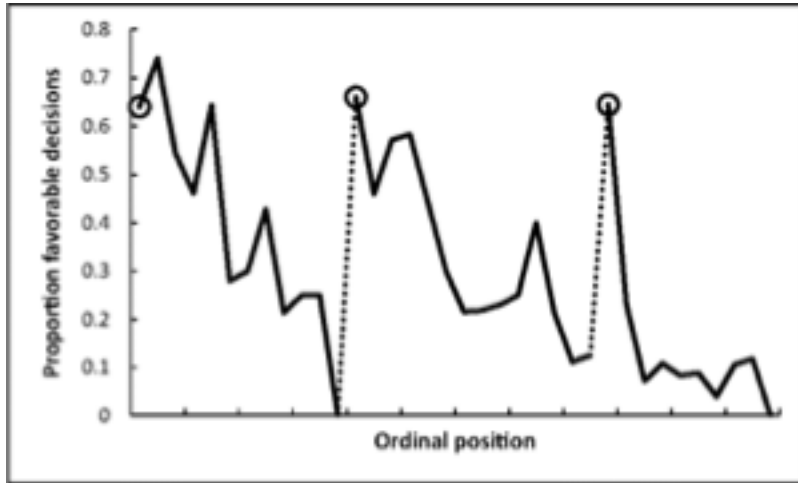


Are you thinking what you
think you're thinking?

Dr Liz Calder
Blue Raccoon Limited

It happens to the best



There is so much information!

In 2010 Eric Schmidt said

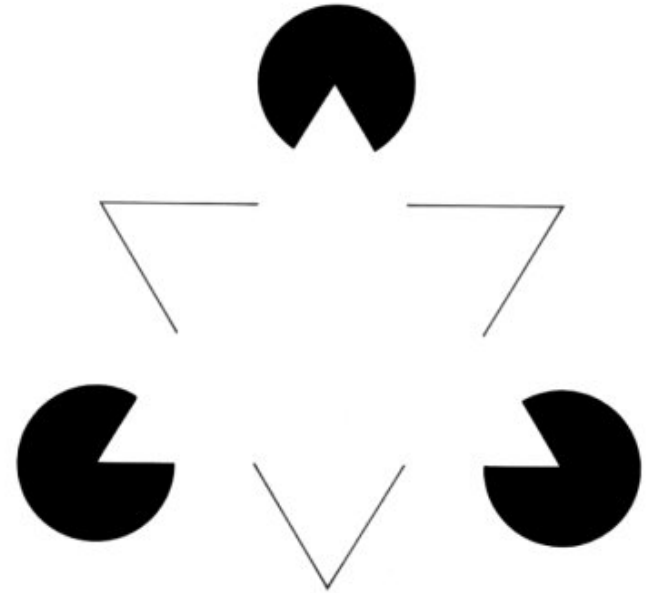
“Every two days now we create as much information as we did from the dawn of civilization up until 2003”



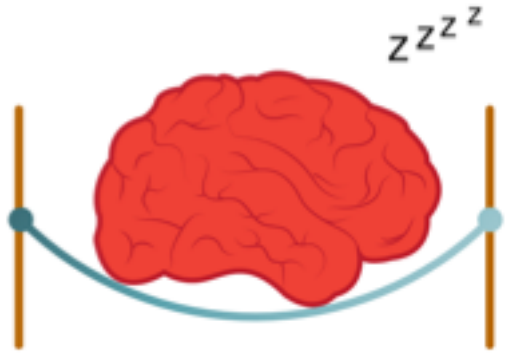
The mind fills in gaps

“What you see is all there is”

Daniel Kahneman



“The Brain is
fundamentally a lazy
piece of meat”



Gregory Berns



So what are Cognitive Biases?

The conjunction of the previous statements 😊

Shortcuts the brain takes to be able to get from one end of the day to the other.



So what are Cognitive Biases?

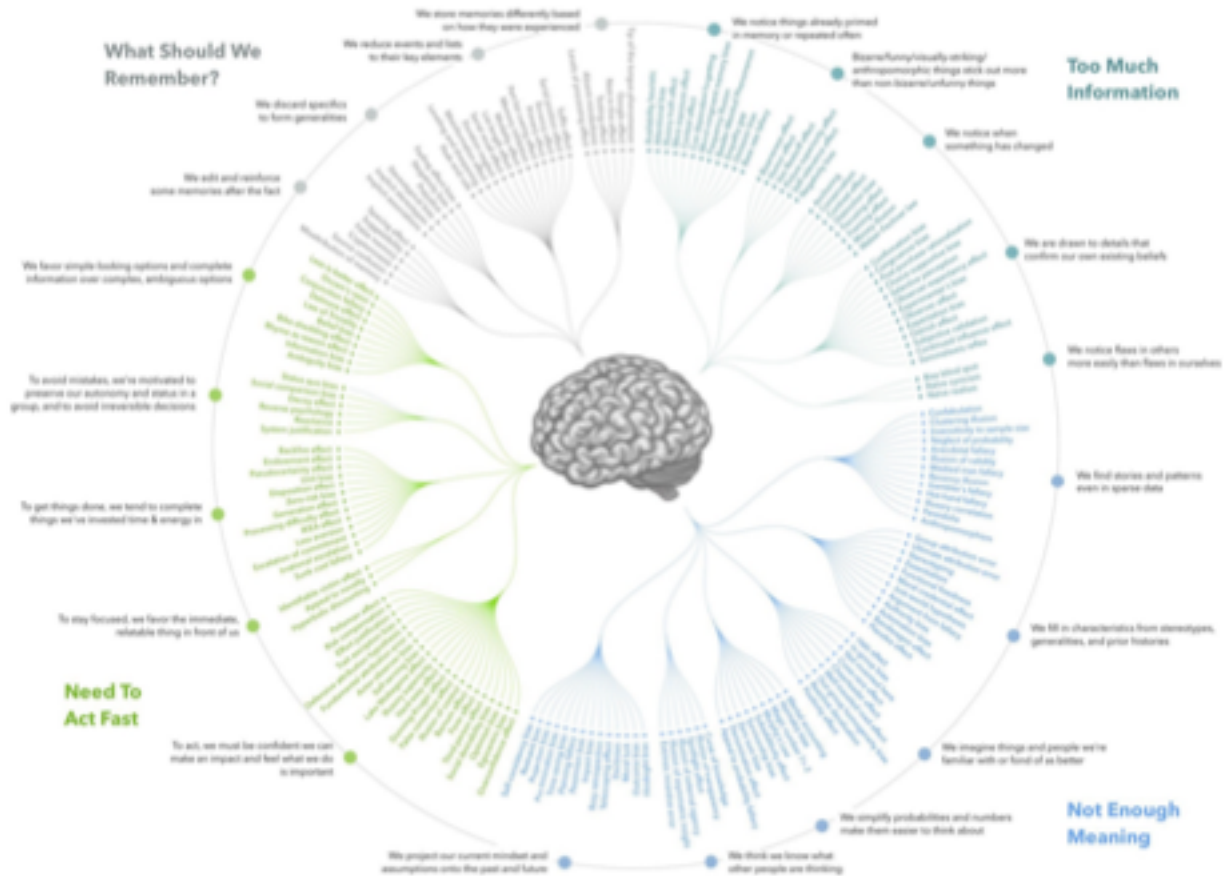
The conjunction of the previous statements 😊

Shortcuts the brain takes to be able to get from one end of the day to the other.

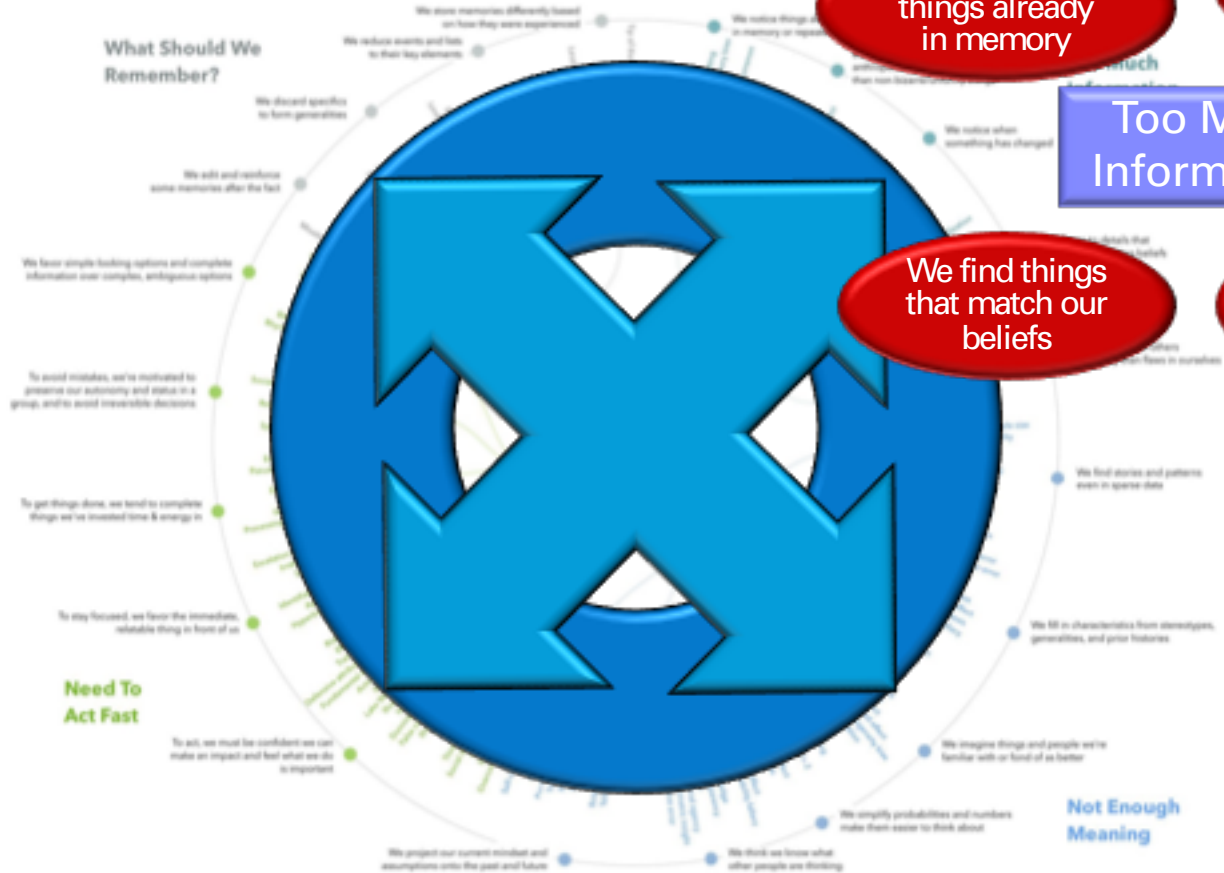
That don't always give the logically correct answer.....



COGNITIVE BIAS CODEX, 2016



COGNITIVE BIAS CODEX, 2011



We notice things already in memory

We spot the changes

Too Much Information

We find things that match our beliefs

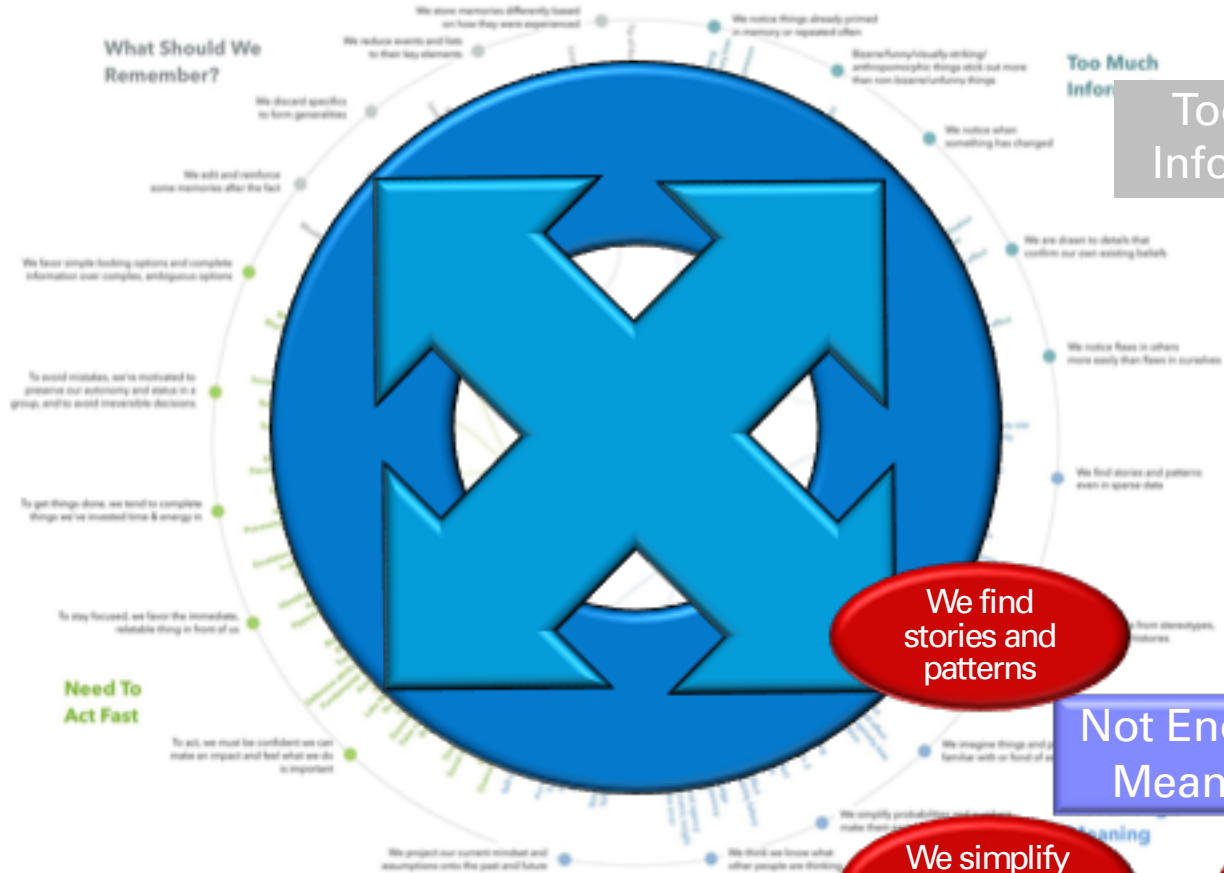
Funny or odd things stick out

Need To Act Fast

Not Enough Meaning



COGNITIVE BIAS CODEX, 2016



Too Much Information

We find stories and patterns

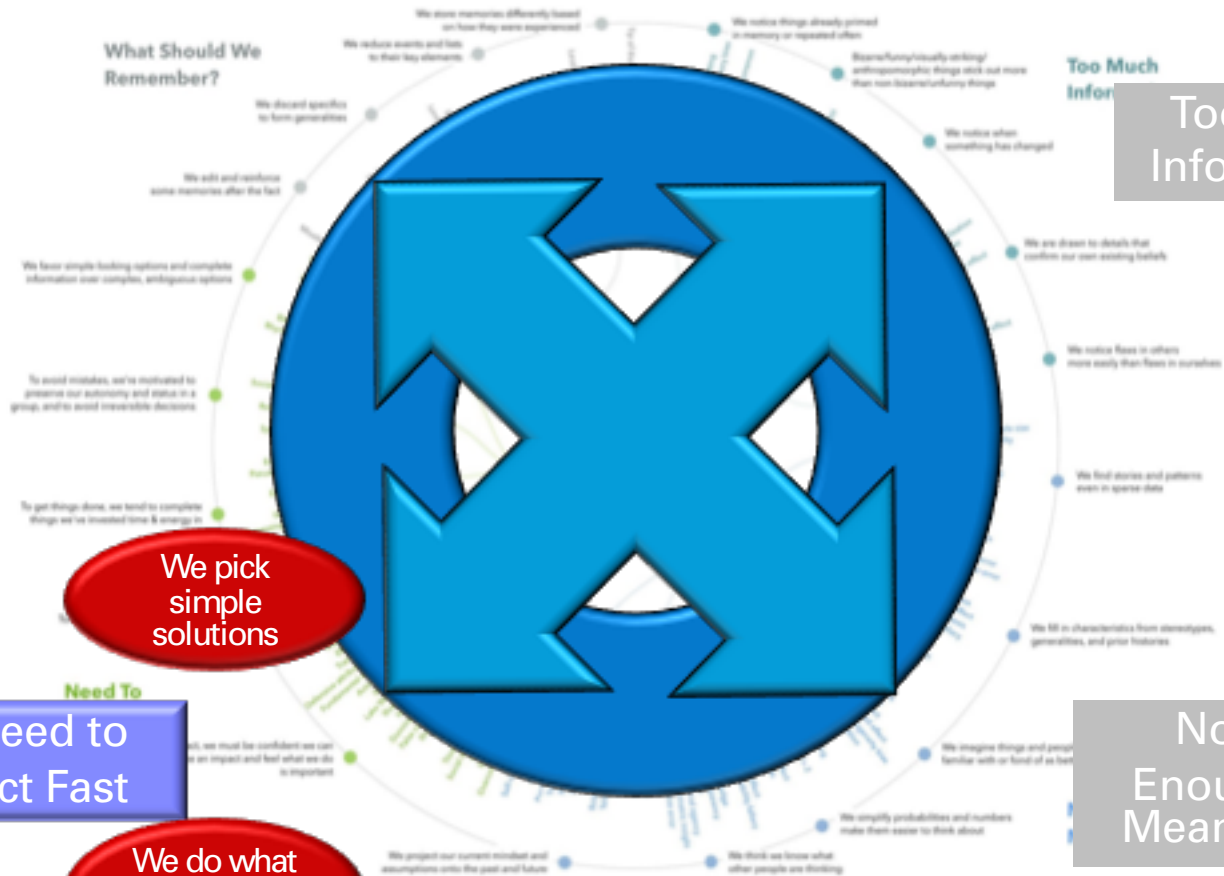
We stereotype

Not Enough Meaning

We simplify numbers and probabilities

We assume things we like are better

COGNITIVE BIAS CODEX, 2016



Too Much Information

We continue with things we have started

We pick simple solutions

Need to Act Fast

We prefer the thing we see first

We do what we feel is important

Not Enough Meaning



We reduce things to key elements

We generalise

What Should We Remember?

We store memories by how we experienced them

We edit some memories after the fact

Too Much Information

Need to Act Fast

Not Enough Meaning



Everything that the brain sees or hears or touches has multiple interpretations. The one that is ultimately chosen is simply the brain's best guess at interpreting what flows into it.



If we've been doing it for millennia, how important are they really?



Remember this story from last year?

Ransomware attack

Saturday
13 May 2017



Mirror Politics ✓
@MirrorPolitics

+ Follow

Tories cut security support for outdated NHS computers a year ago despite warnings hospitals would be open to hacks

[mirror.co.uk/news/uk-news/t ...](https://www.mirror.co.uk/news/uk-news/t...)



Graham Cluley ✓ @gcluley · 13h

Running Windows XP in 2017 is like having a rat-licking fetish during the Black Death.

global cyber-attack

THE PAPER - CONCISE QUALITY INDEPENDENT

Huge NHS cyber attack paralyses hospitals

- » Ambulances diverted, patients told not to come to A&E, surgery cancelled
- » Staff turn to pen and paper after computers and phone lines in lockdown
- » At least 74 countries hit by mass ransomware infection



Why do they matter to you as a BA leader?



Let's have a look at one of
the first identified Cognitive
Biases



Keeping your answers in mind...

<https://youtu.be/1iBAetCVYwc?t=5s>

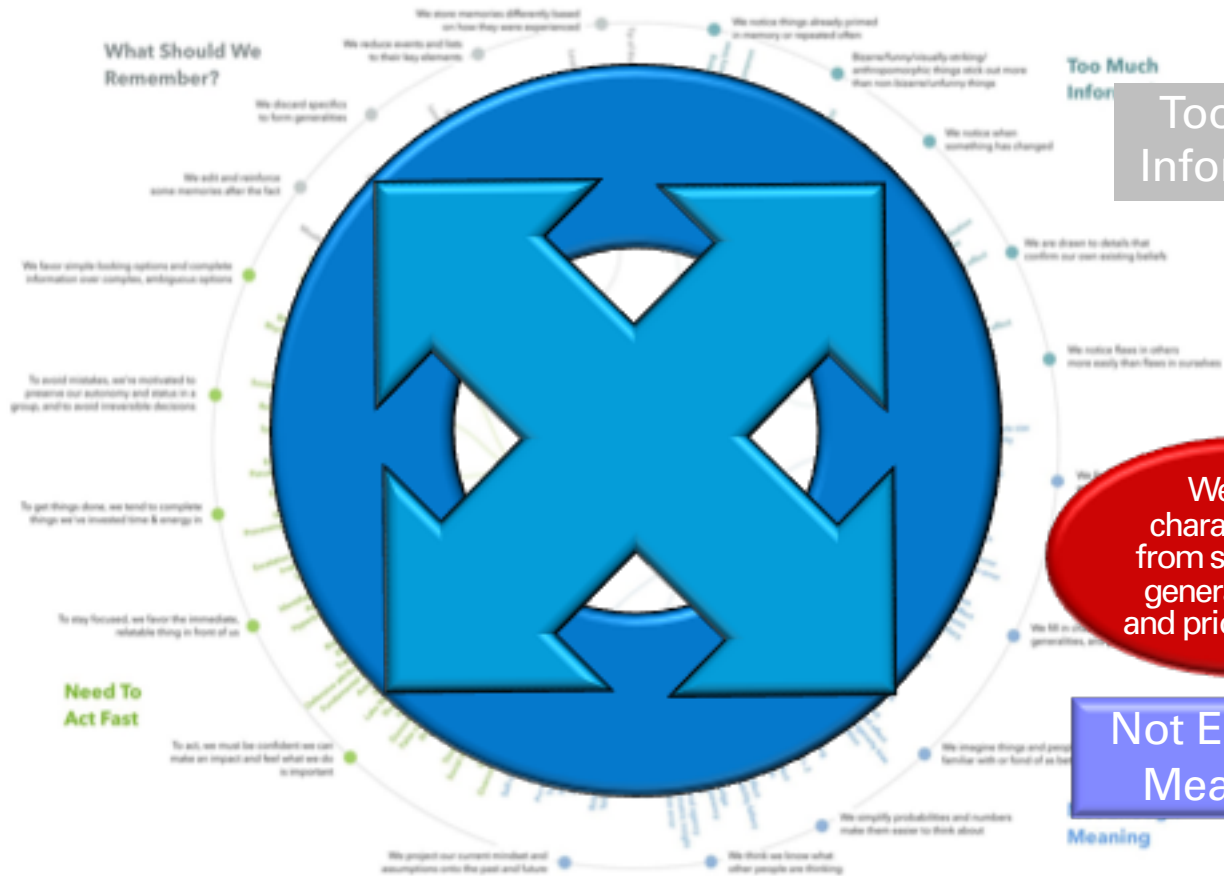


Fundamental Attribution Bias

is the tendency people have to overemphasize personal characteristics and ignore situational factors in judging others' behaviour



COGNITIVE BIAS CODEX, 2016



Too Much Information

We fill in characteristics from stereotypes, generalisations and prior histories

Not Enough Meaning





www.dilbert.com scottadams@adl.com



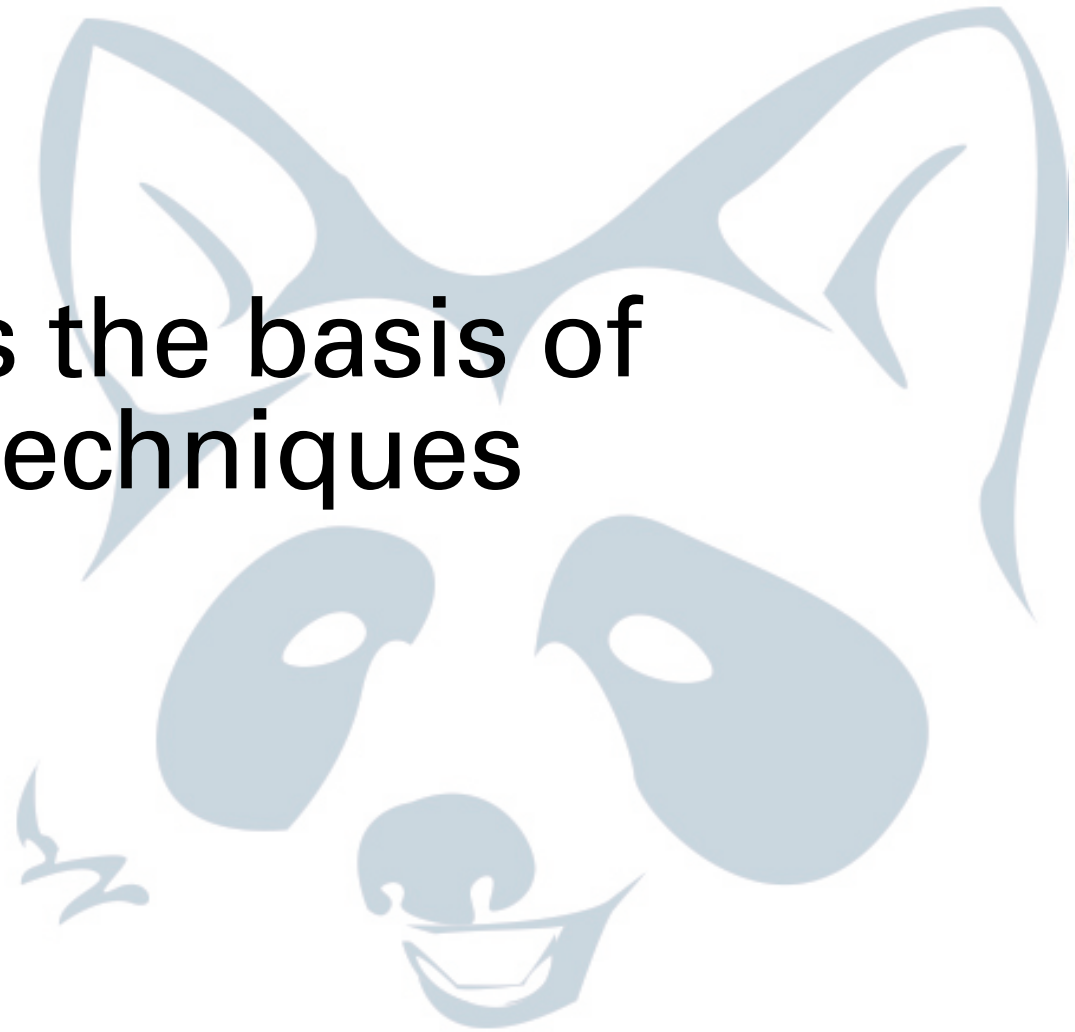
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How does it affect you as a BA leader?



**The bias that is the basis of
many sales techniques**



Anchoring

Anchoring is the common human tendency to rely too heavily, or "anchor," on one trait or piece of information when making decisions.



Anchoring

A pound to a penny , you all use this already if you write business cases.

- Option 1 - \$1,500,000
- Option 2 - \$1,000,000
- Option 3 - \$500,000



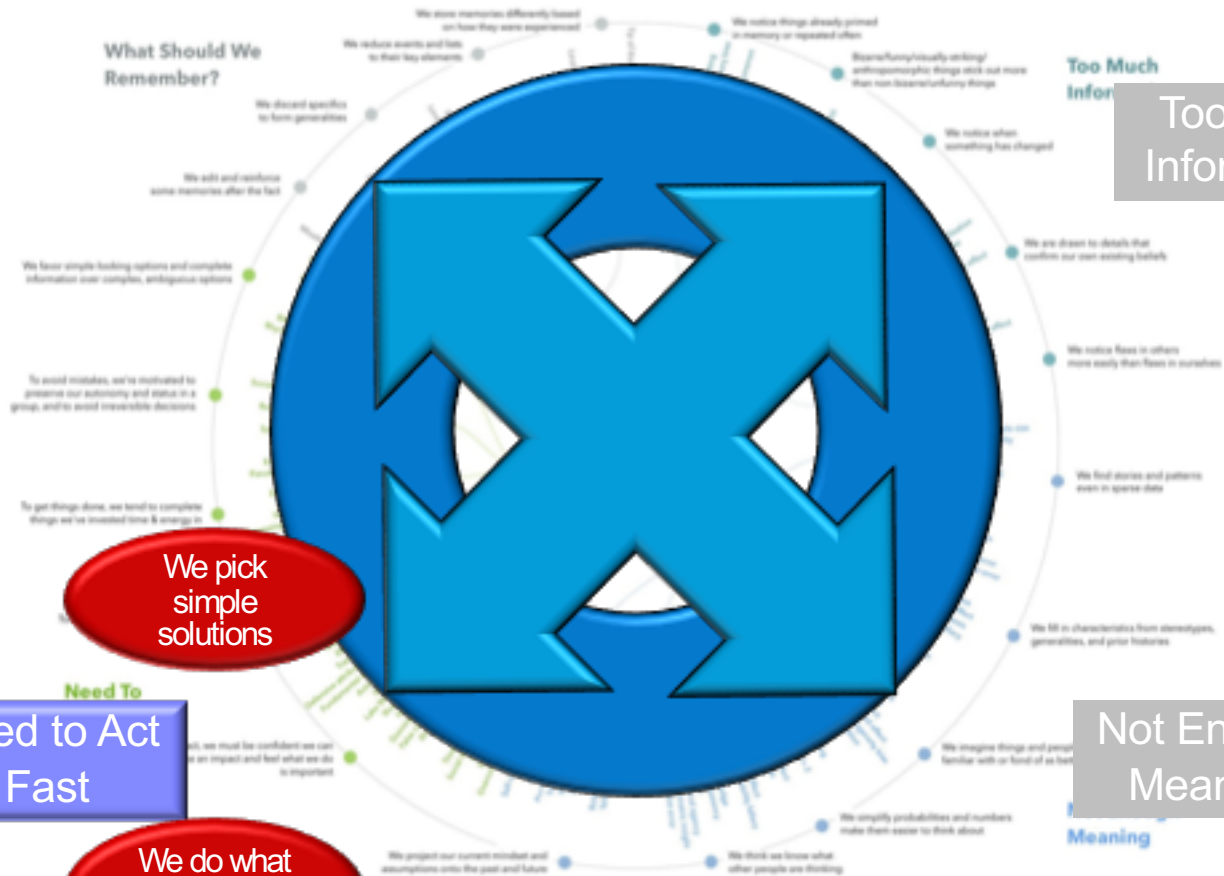
Taking it one step further

- Option 1 - \$1,500,000
- Option 2 - \$1,000,000
- Option 3 - \$500,000

- Option 1 - \$1.5M
- Option 2 - \$1M
- Option 3 - \$0.5M



COGNITIVE BIAS CODEX, 2016



Too Much Information

Not Enough Meaning

Need To Act Fast

We continue with things we have started

We pick simple solutions

We prefer the thing we see first

We do what we feel is important





Dilbert.com Vacca-Artist Ed. Sagar

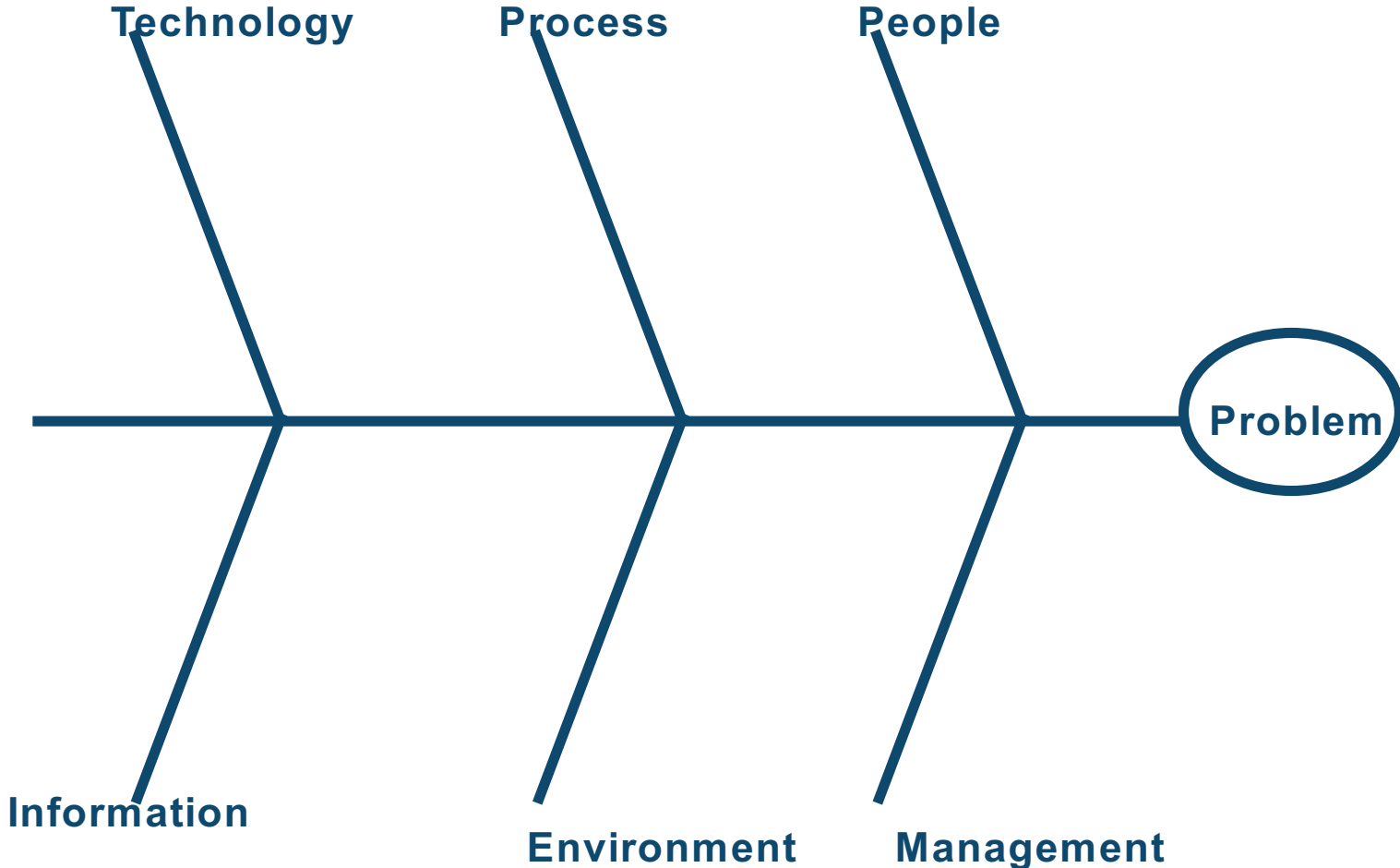


3-10-16 © 2016 Scott Adams, Inc. Post by Universal Uclick



How does it affect you as a BA leader?

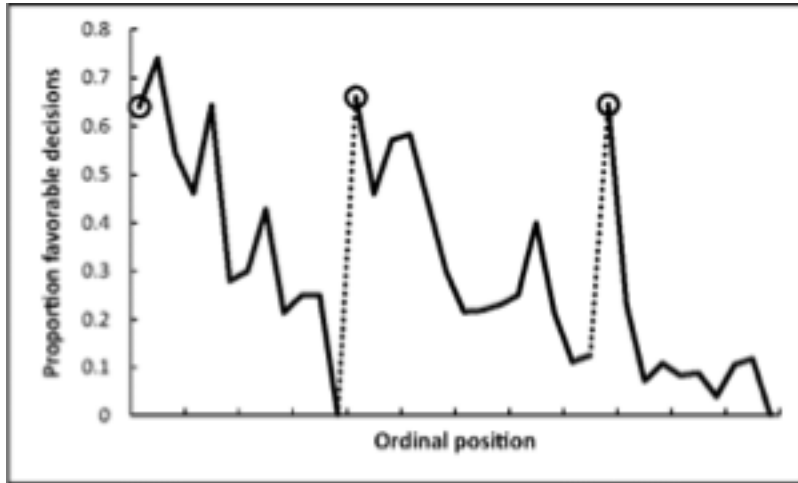




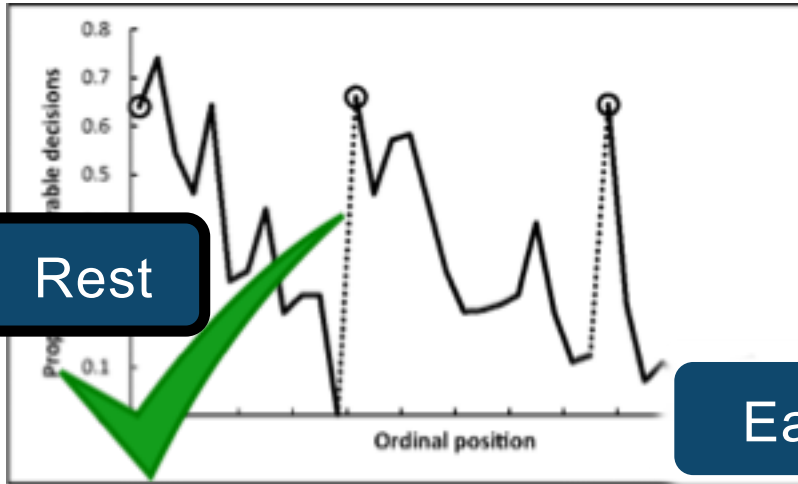
Strategies for reducing Cognitive Biases



Remember this lot?



What can we learn?



What else?



Be Aware

Half of being smart is knowing what you are dumb about

Solomon Short



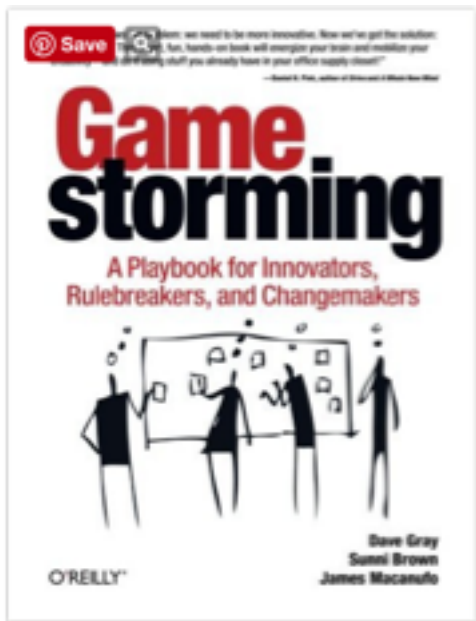
What else?

Mix Things
Up

Be Aware



Mix things up!



What else?

Mix Things
Up



Be Aware



Slow
Down





What else?

Mix Things
Up



Get other
opinions

Be Aware



Slow
Down





Cognitive biases are most likely to affect you when

- You have too much information
- You need to act fast
- You don't know what you should remember
- There isn't enough meaning



What are you going to do differently when you go back to your workplace?



Thank You for listening

