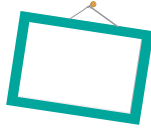





# The Eight Barriers to Decision Making

Psychological Trap		Preventive Actions
1 Anchoring	 <p>Being overly influenced by first info or impressions</p>	<ul style="list-style-type: none"> <li>• Use alternative starting points</li> <li>• Try different perspectives</li> <li>• Be wary of being given anchors by others, especially in negotiations - think through your position and principles in advance</li> </ul>
2 Status quo	 <p>Sticking with the comfort and familiarity of the known</p>	<ul style="list-style-type: none"> <li>• Don't exaggerate cost of change</li> <li>• Revisit you objectives regularly</li> <li>• Consider how conditions and needs are changing</li> </ul>
3 Sunk Cost	 <p>Throwing good money after bad; inability to back out of an investment</p>	<ul style="list-style-type: none"> <li>• Seek out opinions of people who were not involved in past</li> <li>• Challenge protecting self-esteem as a motive</li> </ul>
4 Confirming Evidence	 <p>Listening to those we know agree with our opinion</p>	<ul style="list-style-type: none"> <li>• Seek out disconfirming evidence</li> <li>• Ask someone to play devil's advocate</li> <li>• Ask neutral rather than leading questions</li> </ul>

Psychological Trap		Preventive Actions
5 Framing	 <p>Accepting too easily the way a problem is defined</p>	<ul style="list-style-type: none"> <li>• Don't automatically accept how a problem is framed</li> <li>• Try reframing problems to test how this alters meaning</li> <li>• Challenge how others propose defining a problem</li> </ul>
6 Over-confidence	 <p>Unfounded belief in our forecasts where uncertainty prevails</p>	<ul style="list-style-type: none"> <li>• Start by considering extremes of high and low estimates</li> <li>• Challenge your assumptions and try out new ones</li> </ul>
7 Prudence	 <p>Allowing caution to unconsciously shape plans</p>	<ul style="list-style-type: none"> <li>• Openly state and explore your reasoning to surface over-cautiousness</li> <li>• Imagine consequences of estimates</li> </ul>
8 Recallability	 <p>Being unconsciously influenced by recent events and personal experiences</p>	<ul style="list-style-type: none"> <li>• Check for influence of recent events</li> <li>• Seek out objective data that supports or disproves assumptions</li> </ul>