

Human Behavior is Controlled by Biases:  
How to Overcome These and Perform Better

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**No Disclosures**



**Embrace the Urgent**

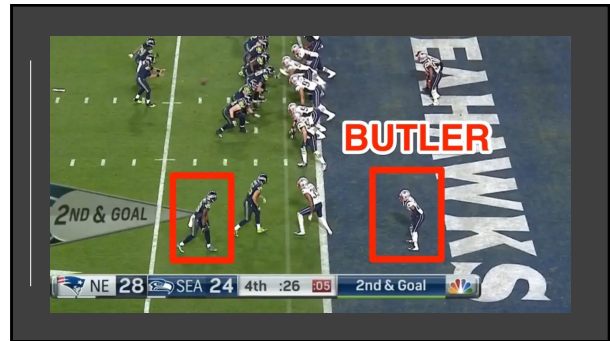
Can't form a  
committee  
Can't sleep on it  
Can't take a vote



## Reflexive Instincts: Vulnerable To Fielding Errors

Might make us feel better in the short run

Immense cost to the quality of our decisions



NFL Stats:  
Pass

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**Interception**

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**Completion**

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**Incomplete**

## Hazards of Resulting

Work backward from results  
Assume Causality  
Cherry pick data to confirm our bias  
Vulnerable to wrong conclusions

## Hazards of Resulting

Your best and worst decisions of the last year

## Hazards of Resulting

Your best and worst decisions of the last year  
  
Overly tight relationship between result  
and decision quality  
  
Catastrophic consequences



## All Decisions are Bets



## A Great Decision

Not always a great result

A great process

**The Process**

**“Handle success and failure the same way”**

**Pat Summitt**

A photograph of Pat Summitt and Mike Krzyzewski on the cover of Sports Illustrated magazine. The cover text includes "SPORTSMAN OF THE YEAR" and "Pat Summitt" and "Mike Krzyzewski".

**Motivated Reasoning**

**Our beliefs affect how we process all new things**

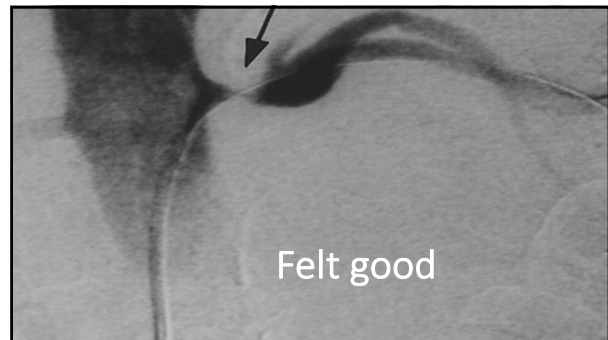
**Motivated Reasoning**

**Notice and seek out confirming evidence**

**Ignore or discredit contradicting evidence**

**We just want to think well of ourselves**

**It feels bad to be wrong**



**Motivated Reasoning**

**Being smart makes it worse**

**Better at structuring, rationalizing and constructing a supporting narrative**

**Even when our goal is to truth-see**

**Self Serving Bias**

**Off loading losses to bad luck**

**On boarding wins to skill**



**A fundamental Urge**

**I have the worst luck!**

**I am brilliant!**

**Self Serving Bias**

**Reinforce decisions that we shouldn't**

**Miss opportunities to learn from outcomes**

**Betting on a losing future**

**Reflexive Mind: Deliberative Mind**




**Antidotes for Fielding Errors**

**Observe the flow**

**Non-judgement**

**Dispassionately evaluate outcomes**



**Philosophically Pure**

**SVS | VQI**

**VASCULAR QUALITY INITIATIVE**

**Operationalize Skepticism**

**Ray Dalio**  
**CIA – Red Teams**  
**State Department – Dissent Channel**  
**Catholic Church – Devil's Advocate**  
**Morbidity and Mortality Conference**  
**Counterpoint debates**

## Conflict of Interest Comes in Many Flavors

**Our brains have a conflict of interest**

**We interpret the world to confirm our beliefs**

**The world make sense**



## Outcome Blindness



## How Our Lives Turn Out

**Quality of our decisions**

**Luck**

