

# Problems and Solutions: Know Your ABCs



## Problems: Barriers to Good Decisions

The human brain abhors a vacuum. Because our reptilian brain was designed to make split-second decisions, there was no room for ambiguity.

That's why uncertainty makes us physiologically uncomfortable.

A bias is a cognitive blind spot. One such bias is the binary thinking trap (BTT).

For example, two, long-term projects will start next quarter. Hire a full-time employee or a contractor= binary thinking trap.

Illusion of transparency—The mistaken belief that others can easily grasp our ideas, thoughts, and emotions. Reasons include:

- Sender omitting key information or providing biased information.
- Receiver making assumptions about the meanings of particular words. Attributing the wrong intent to a message.

## Solutions

Investigate:

- Conduct ethnographic research.
- Analyze unsolicited client feedback.
- Tap internal knowledge.
- Become an active problem seeker.

Consider another option such as:

- Requesting a temporary assignment of a qualified employee from another division for the duration of the project with the understanding that you will return the favor when the situation is reversed.

Reverse storytelling—Ask an employee to tell the manager's story from the manager's POV.

Most effective when telling a story about a specific manager.

Recounting the tale of a generic manager is less likely to drive the point home as it seems contrived.

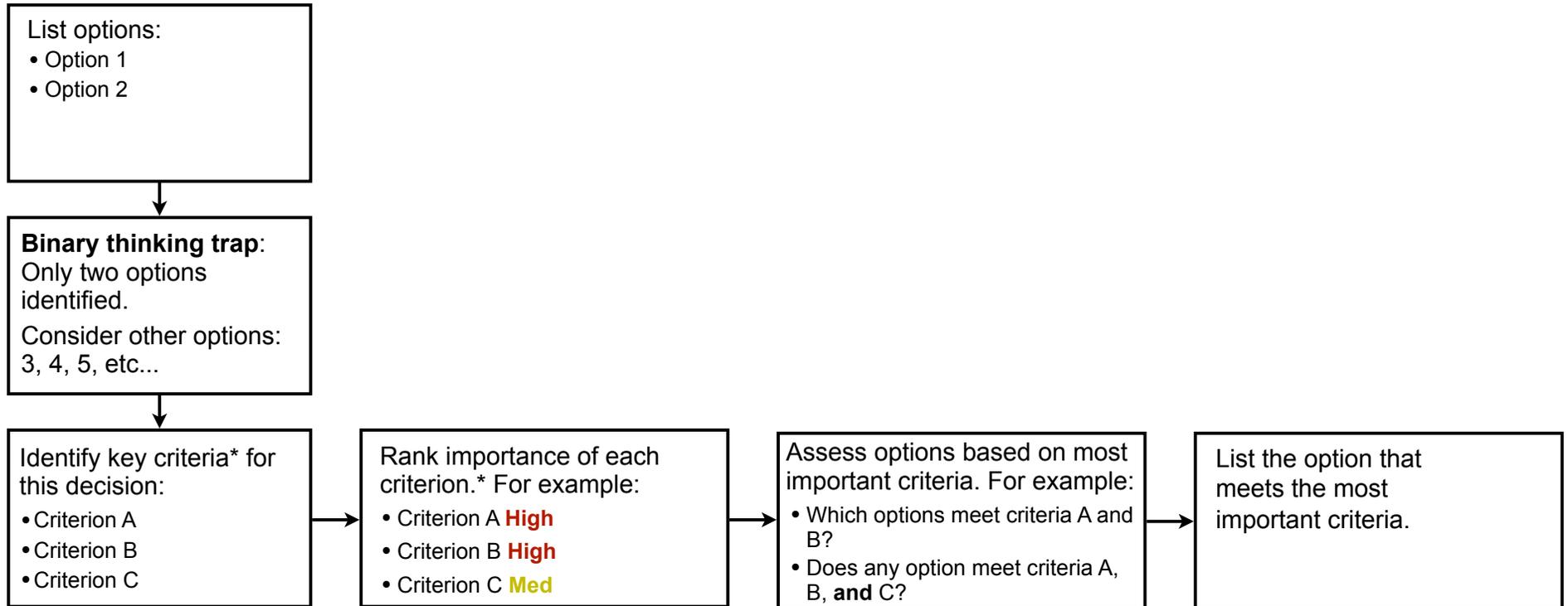
# DecisionLab Worksheet

## Decision

Please list one important decision below. Then, use the flow chart below guide you through a preliminary decision:

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### Start Here



\*Criterion=A decision factor that is specific, measurable, and actionable. For example:

- The cost of a new initiative.
- A project timeline that can adjusted.
- Feasibility: How difficult will it be to implement the decision? How many people are required to implement the decision?