

Index

adult-imposed decisions, 36–37.

See power to choose
advertising and marketing. See
marketing and advertising
agency. See power to choose
Aguon, Julian, 8
AI (artificial intelligence), 174
alternative-focused (option-focused)
thinking, 94, 216
anchoring bias (decision trap), 26–27,
99–100, 109, 134, 138, 215
Arithmetic of Compassion (website),
88
artificial intelligence (AI), 174
availability bias (decision trap), 29,
121–122, 215

basketball (scenario), 32 Bass, Rick, 88 bedtimes, later (scenario), 101 behavioural decision making, 40 beliefs, and values, 68 belonging, value of, 162 Berger, Warren, 199 Berra, Yogi, 53, 187 biases. See decision traps/biases "big deal" decisions, 29-31 Bjalkebring, P., 123 Bloom, Paul, 123 Bond, S. D., 67 brain development, 10, 20, 23, 111, 206-207 Break The Divide (youth organization), 203-204

breaking down decisions to smaller parts, 55 Brown, Brené, 70 Burgman, Mark, 138 bus boarding, values (scenario), 78–80

Calvin and Hobbes (cartoons), 61 car trip planning (scenario), 122 career choices (scenarios), 33, 65–66, 70–71, 103, 142 Carlson, K. A., 67 chance, and decision outcomes, 32, 196–197 "choice" and "decision," definitions, 7

Choose Your Own Adventure books,

61-62 Chrona, Jo, 83 Clarify What Matters (Move 2). See values introduction to, 65-67

defining values, 70–71 Five Whys protocol, 77–78 overlooked/hidden values, 67–68 practice exercises, 86–87 reflecting on values, 71–73, 74–76 resources, 87–88

bus boarding scenario, 78-80

value qualities (complete, concise, directional, responsive), 69–70

climate change and decision scope, 50 and mental health, 203 and trade-offs, 156–157 and youth activism, 209



Index

Cohen, Jonathan, 200 collaborative decision making avoiding premature agreement, 184-185 and digital dialogue, 165-166 and generating options, 91–95, 100 overcoming blocked discussions, 166-168 and trade-offs, 153, 162-168 and use of and or but, 130 and values, 84-85, 92 college choices (scenario), 97-98 communication doctor communication (research survey), 71-72 framing mistakes, 48 of process of decision, 36-37 comparing options, 95-96 compassion, 28, 123-124. See empathy compassion fatigue, 27-28 completeness (of decision values), conciseness (of decision values), 69 confirmation bias (decision trap), 135, 136, 144, 215 consequence tables, 138-142, 145, 163 consequences. See Explore Consequences (Move 4) constraints, questioning, 101-102 COVID-19 pandemic, 8-9, 34, 128, 169, creative thinking, 99-100, 110-111 critical thinking, 41 curiosity and open-mindedness, 31, 33, 101-102. See Stay Curious and Adjust (Move 6)

Damour, Lisa, 111 decision analysts, 41 "decision" and "choice," definitions, 7 Decision-Maker Moves. See also specific Decision-Maker Moves introduction to, 5–6, 12–15 practising, 204–205 decision-making skills, importance of, 208-210 decision-making strategies. See strategies (inferior) for decision making decision mentors definition, 215 and Clarify What Matters (Move 2), 68-69, 71-73, 74-76 conflicting advice from, 171 and decision sketches, 56-57 essential behaviours of, 206 and expanding decision scopes, 206-208 and Explore Consequences (Move 4), 120, 125, 130, 142 and Frame the Choice (Move 1), 46-47, 52-53 and Generate Options (Move 3), 96, 98-99, 102, 105-107 role of, 3-4, 6, 8, 23, 24, 28 and Stay Curious and Adjust (Move 6), 183, 193, 195-196 and Weigh Trade-offs and Decide (Move 5), 154, 163-165, 171, 175 decision sketches, 55-59 decision traps/biases, 25-26, 60, 86, 109, 144, 176, 198, 215. See also specific decision traps decision trees, 177 decisions important types of, 18-19, 29-31 as opportunities not problems, 92, 98 decoy effect (pricing strategy), 154-155 dialogue skills, teaching/learning, 178 dictionary values (research study), 95-96 Dillard, Annie, 27, 88 directionality (of decision values), 69 - 70doctor communication (research survey), 71-72 doctors' treatment recommendations (research study), 157

Doyle, Glennon, 153



Index

drug use (example), 182 feedback and learning, 186, 188-191. Duke, Annie, 105 See Stay Curious and Adjust (Move 6) earthquake planning (decision Fischhoff, Baruch, 40, 169, 178 framing example), 49 Fisher, Roger, 41, 200 emotion regulation, 23 Five Whys protocol, 77–78 emotions. See fast/slow (System 1/ flexibility, 183. See Stay Curious and System 2) thinking Adjust (Move 6) and information seeking, 119 Frame the Choice (Move 1) response to decision, 172-173, introduction to, 45-47 174-175 and advertising, 53 response to losses/gains, 160-161 example scenario, 51-53 and spotlight effect, 158 expanding the scope, 206-208 empathy, 20, 123-124. See framing the question, 48-50, 57-58 compassion practice exercises, 60-61 endowment effect, 161, 215 resources, 61-62 Erdrich, Louise, 88 scope, 50, 53 and types of choices, 54-55 experts, 82, 130, 137-138 who is in the picture, 47-48 Explore Consequences (Move 4) introduction to, 115-117 Franklin, Benjamin, 4–5, 158 and adequate information, 131-133 gender stereotyping (scenario), 189 consequence tables, 138-142, 145, 163 Generate Options (Move 3) information appraisal, 117-119, 125, introduction to, 91-93 126-128, 130, 132-133, 134-135, college choices scenario, 97-98 137-138, 146-147 and comparing options, 95-96 and creative thinking, 99-100, and meaning, 122-123 and multiple information sources, 110 - 111120-122, 126 and intuitions, 102 and labelling options, 100-101 positive and negative consequences, 120 and mediation, 104 practice exercises, 144-146 and number of options, 100 and predictions, 128-130 practice exercises, 109-110 resources, 146-147 and questioning constraints, and uncertainty, 124-125 101-102 and values, 124, 138-141 resources, 110-111 and values, 94, 95, 104, 106-107 fact checkers, 135 Google search results, 135 failure (despite good decision graphic design experiments making), 32-37 (scenario), 189-190 false constraints (decision trap), 93, group decision making, 30-31 109, 215 groupthink (decision trap), 69, 86, 215 fast/slow (System 1/System 2) gut feelings. See instincts and thinking, 20-24, 27, 28, 40, 119, intuitions 120, 156-157 Guts vs. Heads (decision tool), 167



Index

Halbert, Judy, 41, 185 Halloween costumes (collaborative decision example), 164-165 Hammond, John, 41 headphone choices (scenario), 154-155 herding behaviour, 69, 215 Hoggan, Jim, 87 Homer's Odyssey, 23 house purchase decision (example), 172-173 Hsee, Chris, 95-96 Huber, G., 155 Ideo (brainstorming resources), 110 illusory control (decision trap), 58-59, 60, 215 In groups and Out groups, 24 Indigenous Peoples, 216 impact of climate change on, 203 knowledge/wisdom of, 82-84, 88, 181, 216 influencers, 118-119, 130 information appraisal, 117-119, 125, 126-128, 130, 132-133, 134-135, 137-138, 146-147 instincts and intuitions, 19, 20, 29, 73-74, 102 insurance underwriting

Jordan, Chris, 88 Joseph, Bob, 48, 82–83 judgmental biases. *See* decision traps/ biases Jung, Carl, 102 'Just Say No' drugs campaign, 9–10

(organizational noise example),

Kadvany, John, 178 Kahneman, Daniel, 21, 26, 40, 121, 147, 160, 196 Kaser, Linda, 41, 185 Keeney, Ralph, 41, 49, 61, 66, 67, 100 King, Thomas, 88 Knetsch, Jack, 161 Kristof, Nicholas, 88

learning. See feedback and learning
"least worst" outcomes, 35–36
Lepper, M., 136
Levine, T. R., 118
Lichtenstein, Sarah, 40
life-and-death decisions, 151–152
Lifton, Robert Jay, 88
linguistic uncertainty, 194–195, 216
linked decisions, 54–55
lists
of values, 73, 106–107
pros and cons, 4–5, 19, 20, 156, 158–160
long-term perspective, 104, 105, 155.
See myopia (decision trap);

Lord, C., 136 losses versus gains emotional response, 160–161 in TV quiz shows, 177

short-termism

outcomes

lotteries
and understanding uncertainty,
200
scenario, 193
luck. See chance, and decision

marketing and advertising, 24, 29, 53, 100–101, 119, 130, 186 decoy effect, 154–155 McKibben, Bill, 88 McNeil, B. 157 mediation, 104 memories, and intuitions, 73, 102 mental heuristics. See decision traps/

micro conversations, 86 missile launch detection, erroneous, 74

mistakes, learning from, 187–191 myopia (decision trap), 155, 176, 216. *See* short-termism



Index

narrative fallacy (decision trap), 186, 216 negotiations, 41, 200 noise (variation in judgments), 121, 134, 147 numbers, large (psychic numbing), 27–28, 122, 216 Nutt, Paul, 94–95

Obama, Barack, 153, 178
open-mindedness. *See* curiosity and
open-mindedness
optimism bias (decision trap),
128-129, 144, 216
option-focused (alternative-focused)
thinking, 94, 216
options. *See* Generate Options
(Move 3)
outcome bias (decision trap),
125, 144
overconfidence (decision trap), 33, 86
overconfidence (in experts), 138
ownership of choices. *See* power to

choose

party invitation (scenario), 13-14 patience, 105 Patton, Bruce, 41 Payne, John, 40, 155 peer pressure, 23, 101. See value of belonging people affected by decisions (consideration of), 47-48 Peters, E., 123 Petrov, Stanislav, 74 Pierce, Brett, 147 Pink Panther Strikes Again, The (film), 57-58 Pink, Daniel, 16, 87 planning fallacy, 129, 216. See optimism bias (decision trap) power to choose, 8, 11-12, 16-17, 101. See adult-imposed decisions practice exercise, 39-40 predictions and consequences, 128-130

planning fallacy, 129, 216

premature agreement (decision trap), 185, 198, 216 PrOACT (Problem, Objectives, Alternatives, Consequences, Trade-offs), 41 probabilities, mathematical, 192-194, 198-199 process of decision (effective communication of), 36-37 prominence bias (decision trap), 72, 86, 216 proportional bias (decision trap), 119-120, 144 pros and cons lists, 4-5, 19, 20, 156, 158-160 psychic numbing (decision trap), 27-28, 122, 216 Puto, C., 155

Q'shintul/Mill Bay Nature School, 164-165 Question Formulation Technique, 199 question framing, 48-50, 57-58

Raiffa, Howard, 41

Reagan, Nancy, 9 Rebanks, James, 16 recruitment exercise (example), 31 relationship dilemma (scenario), 106-107 representativeness bias (decision trap), 188-189, 198, 217 responsivity (of decision values), 70 restaurant meal choices (scenario), 132 risk tolerance and perceptions, 168-170, 171 risk-reward balance, 20, 40 Ross, L., 136 routine, changes to, 198 rules/solutions, imposition of, 9-10, 11, 12

safety (defining as a value), 70 scepticism, healthy, 33. See curiosity and open-mindedness school absenteeism (example), 182



Index

school subjects/timetabling (scenarios), 35, 45-46, 51-53, 55 scope of decisions (zooming in/out), seating plan decision (example), 167-168 self-questioning, 8 Seventh Generation Principle, 48 Shanteau, James, 137-138 shared decision-making. See collaborative decision making short-termism, 20, 23, 24, 37, 54, 116, 155, 176. See myopia (decision trap); long-term perspective Shulz, Kathryn, 200 Sibony, Olivier, 121, 147 Sinek, Simon, 77 Singh Sachal, Abhay (Break The Divide co-founder), 203-204, 205 skateboard purchasing (scenario), 160 sketches, 55-59 Slovic, Paul, 21, 40, 88, 221 Slovic, Scott, 88 smartphone choices (scenario), 115-116 social media, 118-119, 146, 165-166 societal decisions and social justice involvement, 18-19, 203-204, 205, Spiral of Inquiry model, 185 sports choices (scenario), 99-100 spotlight effect, 157, 158 spreadsheets, 107 status quo bias (decision trap), 50-51, 60, 217 Stay Curious and Adjust (Move 6). See curiosity and open-mindedness introduction to, 181-182 and collaborative decision making, 184-185 key points, 183 learning from mistakes, 187-191. See mistakes, learning from practice exercises, 198-199

Stephens, Bret, 78 stories, and meaning, 123 strategies (inferior) for decision making. See Decision-Maker Moves; specific Decision-Maker Moves checking the internet, 19 checking with friends, 19 instincts, 19, 20, 29, 73-74, 102 majority opinions, 19 pros and cons lists, 4-5, 19, 20, 156, 158-160 success (defining as a value), 70-71 suicidal friend (scenario), 10-12 sunk cost bias (decision trap), 103, 109, 186, 217 Sunstein, Cass, 121, 147 swimming lessons (scenario), 36-37 System 1/System 2 thinking. See fast/ slow (System 1/System 2) thinking Taliban violence (Malala Yousafzai), Teach the Teacher initiative, 110 Tempest Williams, Terry, 88 templates, 110 terrorist threat exercise (example), 132-133 Tharp, Twyla, 111 ticket choices (scenario), 140-141, 162 - 163time-sensitive decisions, 30, 54, 95 Titanic (film), 178 Tolstoy, Leo, 55 Toyota, Kichiro, 77 trade-off avoidance (decision trap), trade-offs. See Weigh Trade-Offs and Decide (Move 5) "tragic choices," 35-36 and admitting to mistakes, 190 and information appraisal, 130, 133,



Index

trusting relationships, 36-37 Tversky, Amos, 21, 26, 40, 160 "two truths and a lie" game (and variations), 145-146

uncertainty articulation of, 194-195, 198-199 of consequences, 124-125, 128, 159, 191-192 of information, 34, 195 mathematical probabilities, 192-194, 198-199 uncertainty neglect/avoidance (decision trap), 191-192, 198, 217 urgency. See time-sensitive decisions Ury, William, 41, 200

value of belonging, 162 value of owned item (endowment effect), 161, 215 value-focused thinking, 66, 217 values. See Clarify What Matters (Move 2) introduction/definition, 66-67 and beliefs, 68 and consequences, 124, 138-141 and curiosity, 184 and information seeking, 119 neglect of (option-focused thinking), 94, 216 and option generation, 94, 95, 104, 106-107 respect for, 87 and trade-offs, 153, 156-157 and worldviews, 80-81 Vastfjall, Daniel, 88

Wagamese, Richard, 88 Weigh Trade-Offs and Decide (Move 5) introduction to, 151-152 AI use, 173 and collaborative decision making, 153, 162-168 and consequence framing/spotlight effect, 157, 158 difficulty of trade-offs, 153-154 emotional response to decision, 172-173, 174-175 influence of marketing/pricing, 154-155 practice exercises, 176-178 problems with pros/cons list method, 158-160 resources, 40-41 and risk, 168-170, 171 and short-term or longer-term consequences, 155 and values, 153, 156-157 What If (options generation activity), 109-110 Wheelan, Charles, 146 "Why?" (Five Whys protocol), 77-78 wood carving (example), 188 worldviews, 80-81, 82, 217 "Would you rather?" (game), 176-177 year-end activity planning (example), 91 - 92

Yousafzai, Malala, 151

zooming in/out, 50, 53