

Curiosity, Cats, and Decision-Making

June 16, 2023

Project **T**ransformation
By
Design



IMPROVING OUR DECISION-MAKING

1

Decision Quality vs Decision Outcomes

2

Techniques for Effective Decision-Making

3

Key Decision Points in Design Thinking Process

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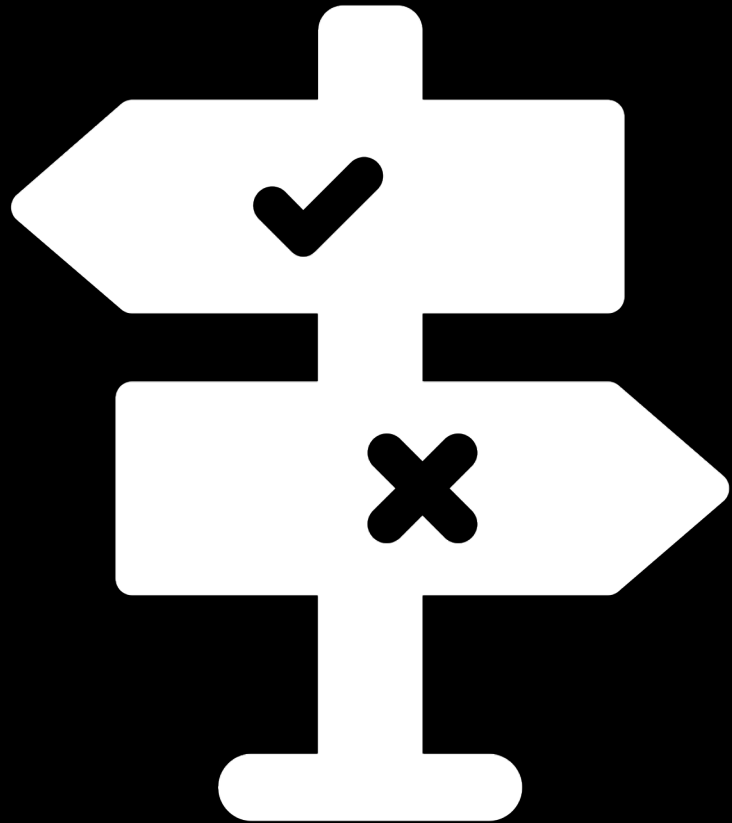
Key Decision Points in Design Thinking Process



Super Bowl XLIX (2015)

New England Patriots vs. Seattle Seahawks





Was this a good decision or a bad decision by Seattle?



“I’m sorry, but I can’t believe the call. I cannot believe the play call.”

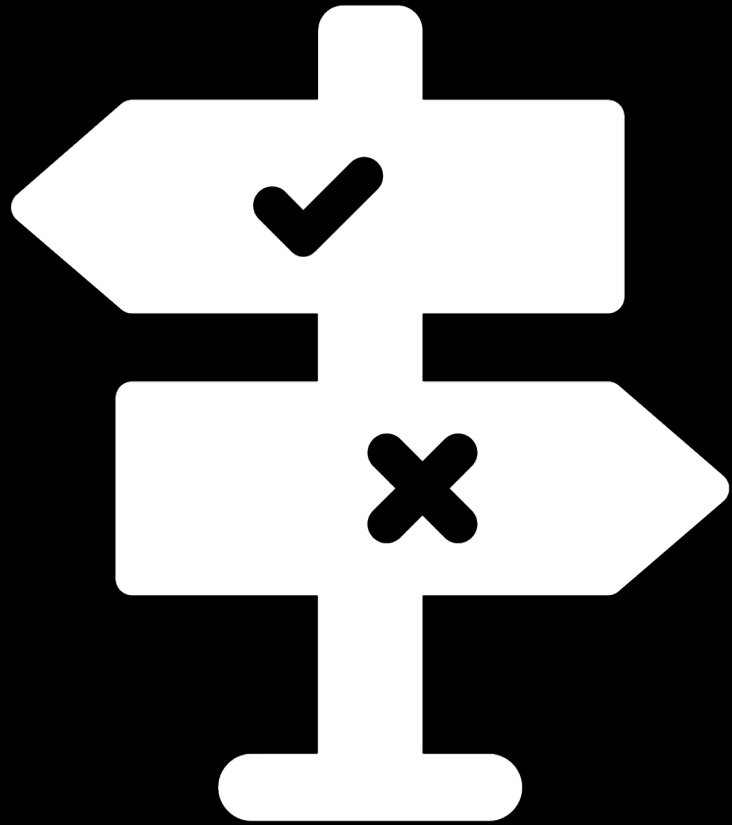
- *Cris Collinsworth, NFL Commentator*



Super Bowl LII (2018)

New England Patriots vs. Philadelphia Eagles





Was this a good decision or a bad decision by Philadelphia?



“I’m sorry, but I can’t believe the call. I cannot believe the play call.”

- *Cris Collinsworth, NFL Commentator*

“What a play call! This play call has a chance to be remembered as one of the all-time greats, just going for it and completing the pass. Wowww, what a call!”

- *Cris Collinsworth, NFL Commentator*





3

Cognitive Tendencies



- Hindsight Bias (“Resulting”)

Should have
known better





- Hindsight Bias (“Resulting”)

Decision quality \neq Outcome quality



- Hindsight Bias (“Resulting”)
- Under/Overweighting Luck

What’s luck got to do with it?



PUBLIC HEALTH DECISIONS

- 2009 Swine Flu Pandemic

WHAT IS H1N1 (SWINE FLU)?

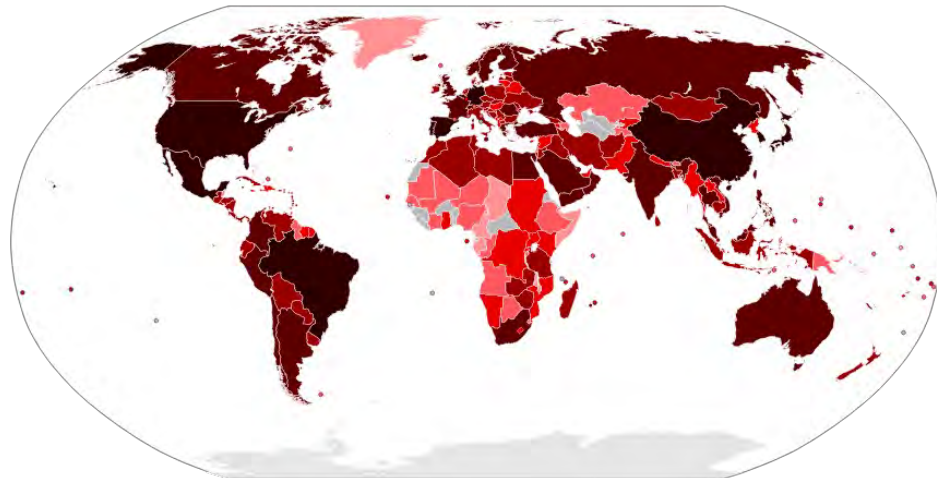
It's a type A influenza virus that affects pigs (swine).



Human swine flu symptoms include fever, nausea, and sore throat.

It can pass to humans through contact or air contamination.

verywell



April 23, 2009



Anne Schuchat, MD
Director, NCIRD, CDC



PUBLIC HEALTH DECISIONS

- 2009 Swine Flu Pandemic

As soon as signs of a potential pandemic surfaced, Carter Mescher, one of the co-writers of the U.S. Pandemic Response Strategy developed during the Bush Administration, advised President Obama to immediately close schools as the best way to suppress the spread of the virus until a vaccine could be developed. The CDC stated they didn't have enough data to recommend closing schools. President Obama chose to follow the advice of the CDC.

After discovering the new flu wasn't as deadly as feared, President Obama wondered aloud if they'd dodged a bullet. Mescher replied, "No, I think this time Mother Nature shot us with a BB gun."

PUBLIC HEALTH DECISIONS

- 2009 Swine Flu Pandemic
- 2018 Montecito (CA) Mudslides







PUBLIC HEALTH DECISIONS

- 2009 Swine Flu Pandemic
- 2018 Montecito (CA) Mudslides

While examining the devastation from a mudslide that had been predicted with terrifying accuracy, the local public Health Director, Dr. Chastity Dean, came upon the Casa Dorinda retirement facility that was still operating, but without power or water. Dr. Dean ordered the facility to evacuate their patients due to concerns about another storm that was forecast with a 20% chance of triggering a second mudslide. The Casa Dorinda director objected, saying they had five patients who were too frail to move. As it turned out, seven patients died as a result of complications from the evacuation. The second mudslide never occurred.



- Hindsight Bias (“Resulting”)
- Under/Overweighting Luck

Sometimes we get (un)lucky.



- Hindsight Bias (“Resulting”)
- Under/Overweighting Luck
- Learning from Experience





- Hindsight Bias (“Resulting”)
- Under/Overweighting Luck
- Learning from Experience

Sometimes we learn
the wrong lessons.

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BARRIERS TO EFFECTIVE DECISION-MAKING

- 1 Spotlight Effect
- 2 Confirmation Bias
- 3 Emotional Attachment
- 4 Overconfidence



What can we do differently?



TIPS FOR EFFECTIVE DECISION-MAKING

1

Spotlight Effect

1

Expand Your Options

2

Confirmation Bias

3

Emotional Attachment

4

Overconfidence

**“If you come to a fork
in the road, take it.”**

- Yogi Berra

**Don't marry an idea
or a choice too early.**

**Explore multiple options
until you can make a
more informed decision.**



THE MANHATTAN PROJECT

TIPS FOR EFFECTIVE DECISION-MAKING

- 1 Spotlight Effect
- 2 Confirmation Bias
- 3 Emotional Attachment
- 4 Overconfidence

- 1 Expand Your Options
- 2 Be a Scout, Not a Soldier
- 3 View From a Distance
- 4 Think in Bets





Overconfidence

“Ha ha! You fool! You fell victim to one of the classic blunders!”

- *Vizzini*

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Design Thinking Framework

- Who, what, when where to research

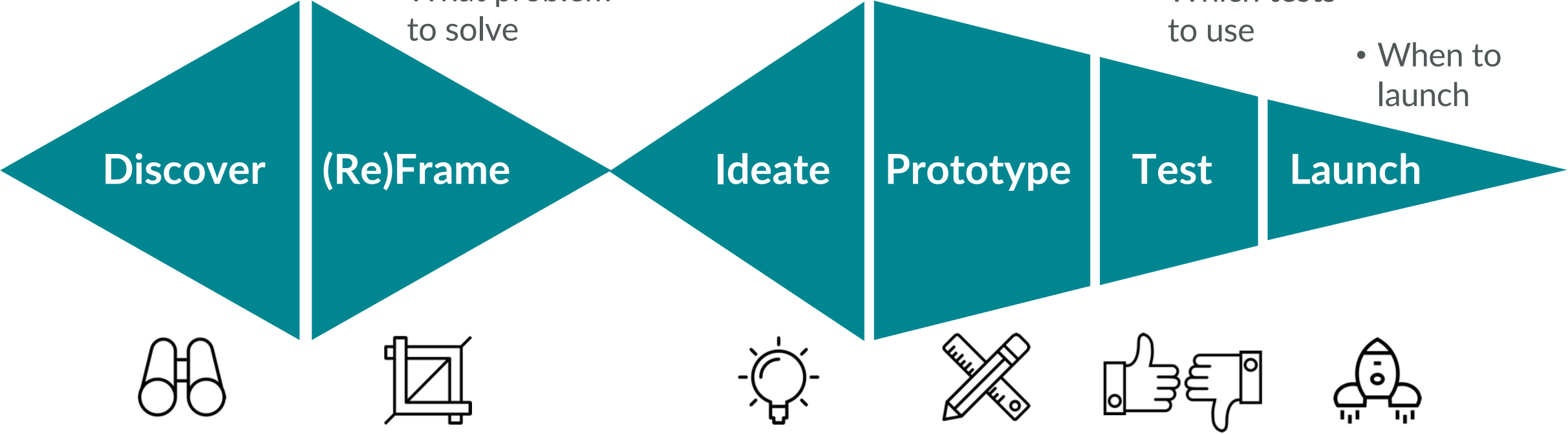
- What problem to solve

- Which ideas to explore further

- What to prototype

- Which tests to use

- When to launch



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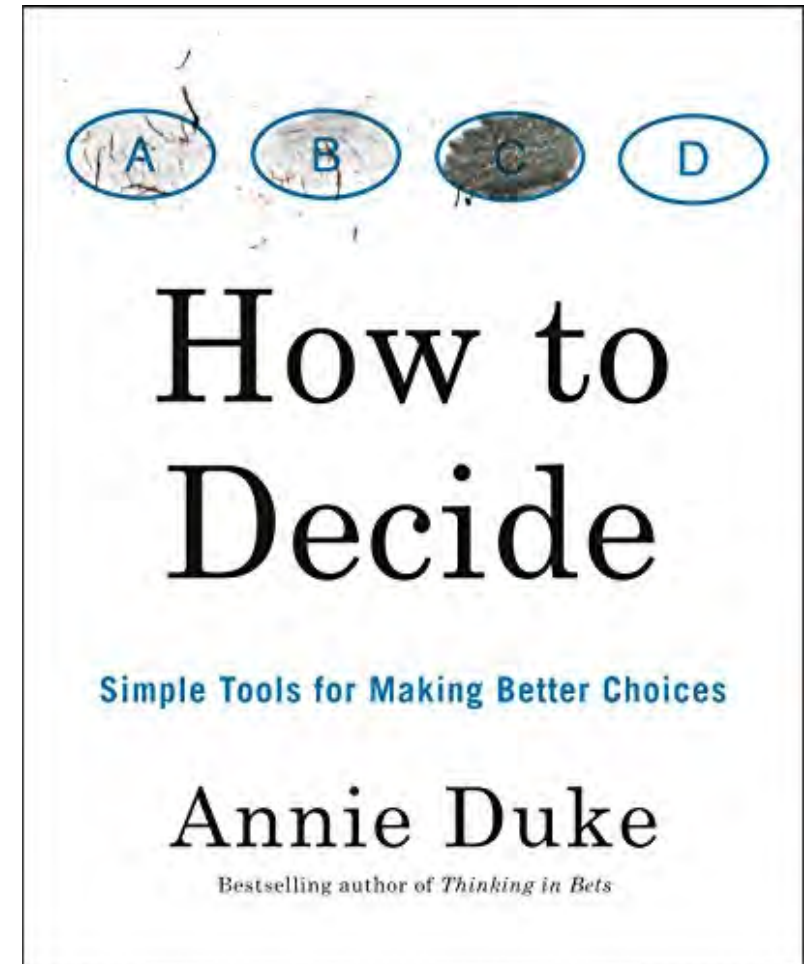
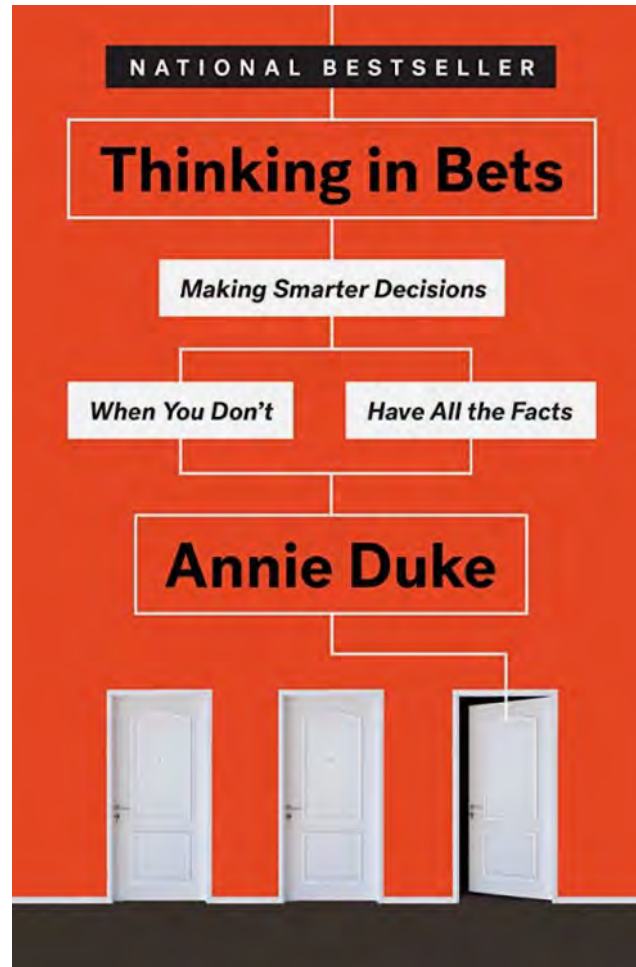
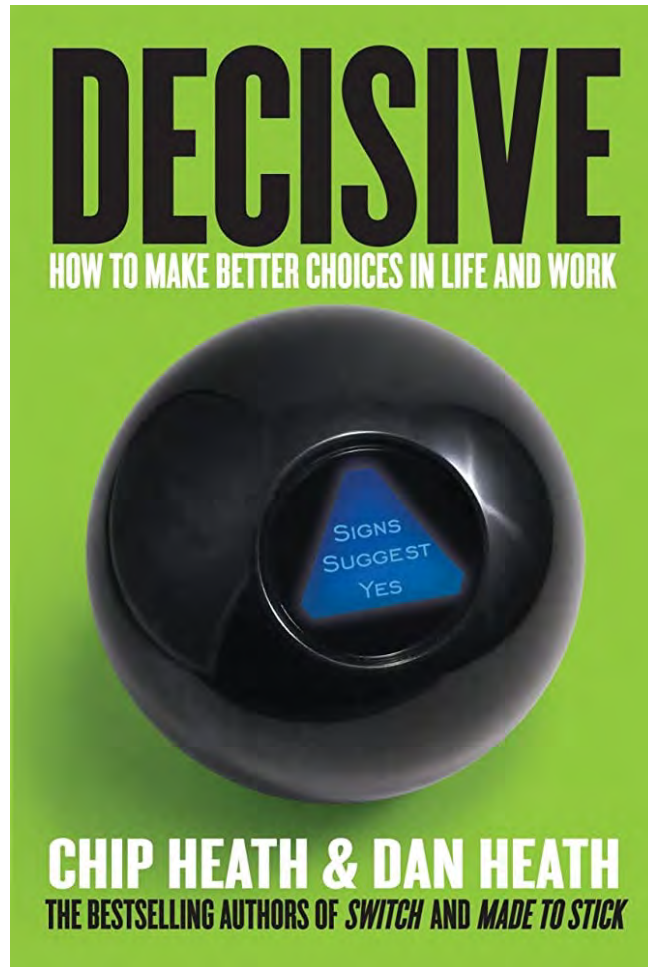
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Techniques for Effective Decision-Making

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Key Decision Points in Design Thinking Process

RESOURCES



SAVE THE DATES

Friday, Aug. 18

Friday, Sep. 15

Friday, Oct. 20

Friday, Nov. 17

Friday, Dec. 15

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Design





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