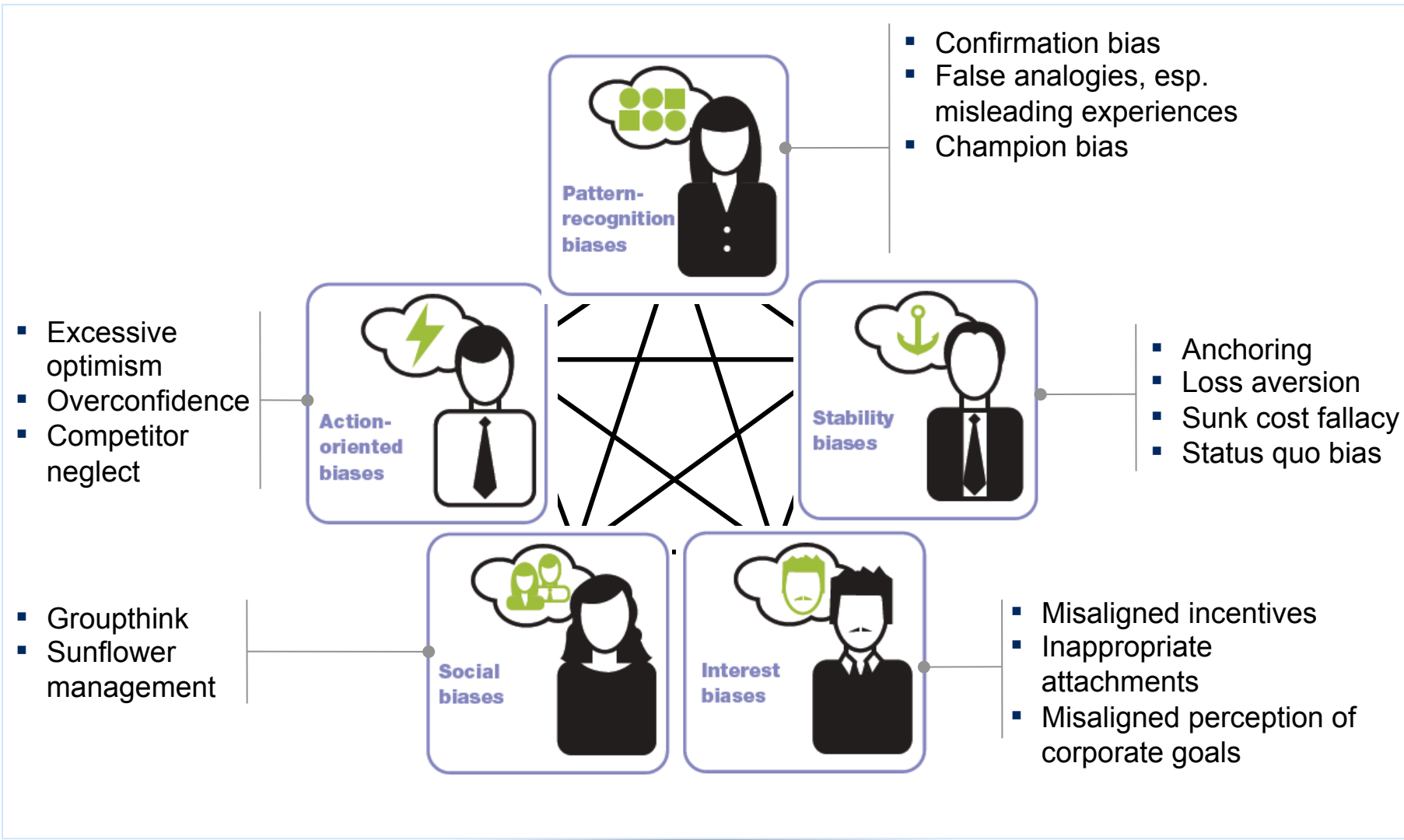


We can identify several key biases in 5 categories that affect strategic decision making



Why can't we just correct our own biases?

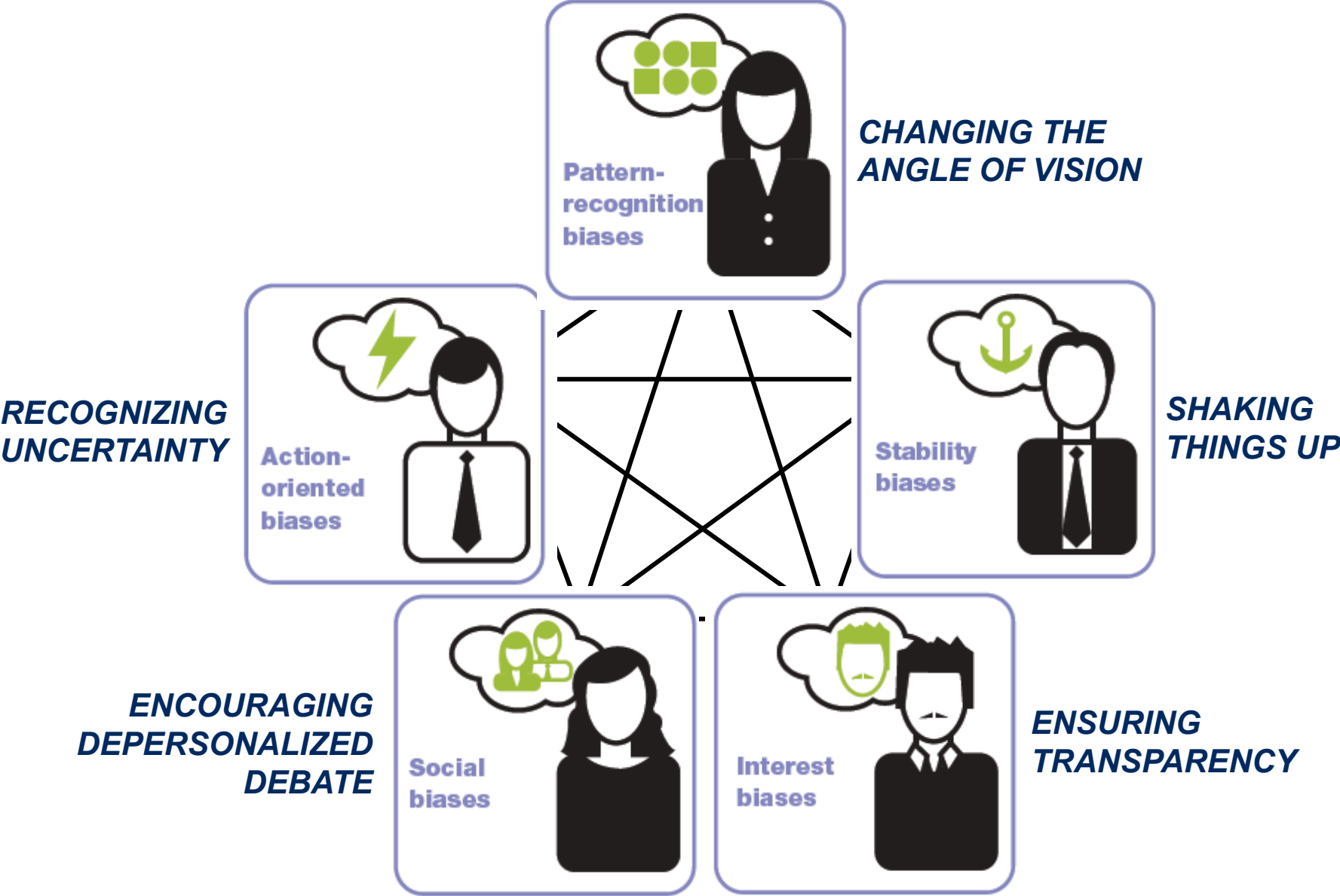
Self-awareness helps decision makers limit the effect of their own biases – up to a point



Well-constructed decision processes can limit the effects of any individual's biases



We recommend five de-biasing principles



Several good informative and easily digestible articles are available

The McKinsey Quarterly



The case for behavioral strategy

D. Lovallo, O. Sibony



Distortions and deceptions in strategic decisions

D. Lovallo, O. Sibony



How companies make good decisions

P. Viguerie, D. Lovallo



Beating the odds in market entry

J. Horn, D. Lovallo, P. Viguerie



Hidden flaws in Strategy

C. Roxburgh



Learning to let go

J. Horn, D. Lovallo, P. Viguerie

Harvard Business Review

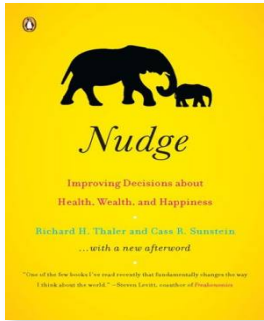
- **Delusions of Success** – D. Lovallo and D. Kahneman
- **Deals Without Delusions** – D. Lovallo, P. Viguerie, R. Uhlener and J. Horn
- **The Hidden Traps in Decision Making** – J. S. Hammond, R. L. Keeney, and H. Raiffa
- **Why Good Leaders Make Bad Decisions** – S. Finkelstein, J. Whitehead, and A. Campbell
- **Emotional tagging** – S. Finkelstein, J. Whitehead, and A. Campbell

California Management Review

Delusion and Deception in Large Infrastructure Projects

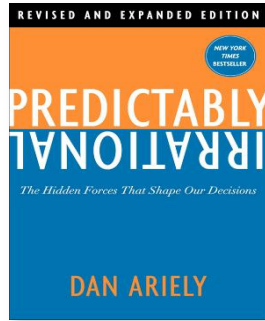
D. Lovallo, B. Flyvbjerg, M. Garbuio

And if you have more time, many 'bestsellers' are available



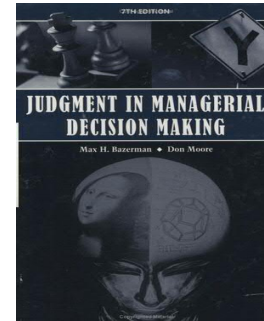
Nudge: Improving Decisions About Health, Wealth, and Happiness¹

Richard Thaler
Cass Sunstein



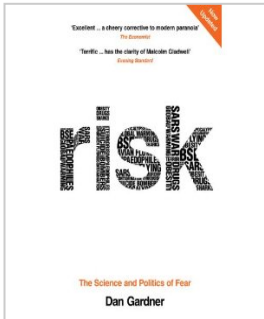
Predictably Irrational: The Hidden Forces That Shape Our Decisions¹

Dan Ariely



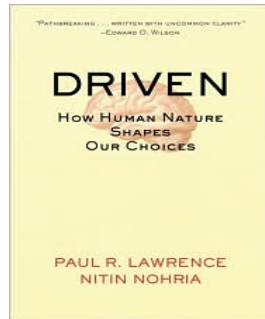
Judgment in Managerial Decision Making¹

Max H. Bazerman
Don A. Moore



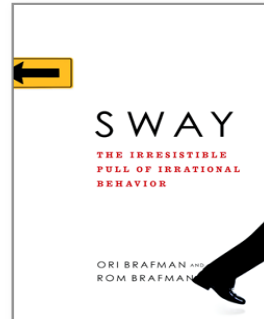
Risk: The Science and Politics of Fear

Dan Gardner



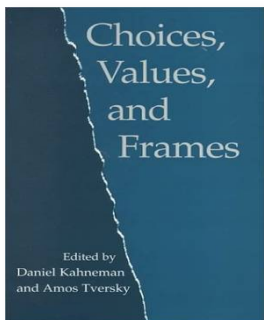
Driven: How Human Nature Shapes Our Choices

Paul Lawrence
Nitin Nohria



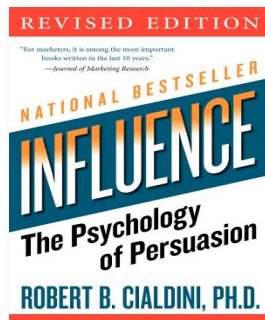
Sway: The Irresistible Pull of Irrational Behavior

Ori Brafman
Rom Brafman



Choices, Values, and Frames

Daniel Kahneman
Amos Tversky



Influence: The Psychology of Persuasion

Robert B. Cialdini



Think Again: Why Good Leaders Make Bad Decisions

S. Finkelstein
J. Whitehead
A. Campbell