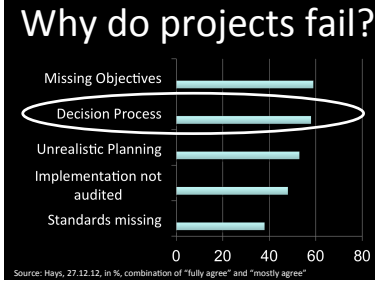


The Psychology of Decision Making

Lars Sudmann
 mail@lars-sudmann.com
 @LarsSudmann

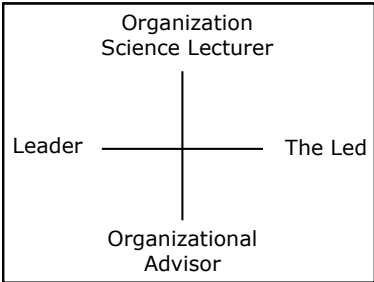
Thailand – the 90's



Kahnemann, Daniel: e.g. Thinking Fast & Slow

Plous, Scott: The Psychology of Decision Making

Sudmann, Lars / Lenzen, Wolfram: Die Psychologie der Krise, Controller Magazin



Understand key drivers of human decision making...

...and its implication on how we approach decision making

The good news:
 people and especially organizations can get better at decision making

...but...

...but...

Only with deliberate focus

“Everybody complains about the badness of their memory, nobody about his/her judgement.”

La Rochefoucauld



I Cognitive Level
II Emotional Level
III Social Level

Hands in the air

Cognitive Level

#Tool

Give ranges

#Tool

Only the future

Emotional Level

"Irrational decisions are almost always caused by fear. If you want to change the behavior, address the fear."

Seth Godin, author

#Tool

Awareness –
Emotions at work!



#Tool

Ask the golden
question

"How would the person I would like to be do the things I am about to do?"

Jim Cathcard, Leadership author

600 people with deadly illnesses

We have to recommend a treatment

#Tool

Avoid Framing –
Reframe problems
2-3 times

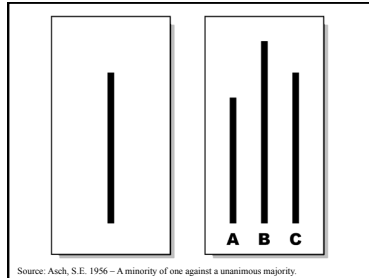
#Tool

Other Person's
Thinking &
Perspectives

"Both optimists and pessimists contribute to our society. The optimist invents the airplane and the pessimist, the parachute."

-G.B. Stern

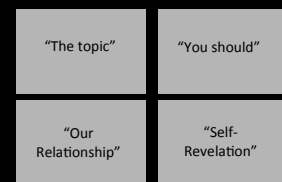
Group/Social Level



Remember your last phone calls?

Email feature – “send” delay by 10 minutes

Four levels of communication



Schulz von Thun – Die 4 Ebenen der Kommunikation



#Tool

Decide on how you will decide

#Tool

Install Key Roles
in Decision
Making

#Tool

Avoid the HIPPO
syndrom

I Cognitive Level
II Emotional Level
III Social Level

More decisions
than ever

The decision
reservoir is
empty quickly

#Tool

Auto-pilot easy
decisions – focus
on the big ones!

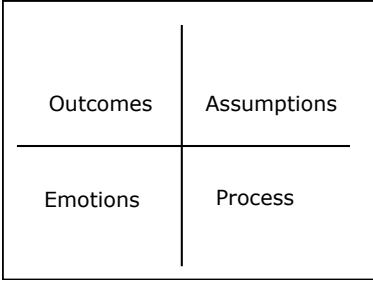
#Tool

The 10 / 10 /
10 / 10 frame

#Tool

Map out
decisions





Build your
decision
capability

