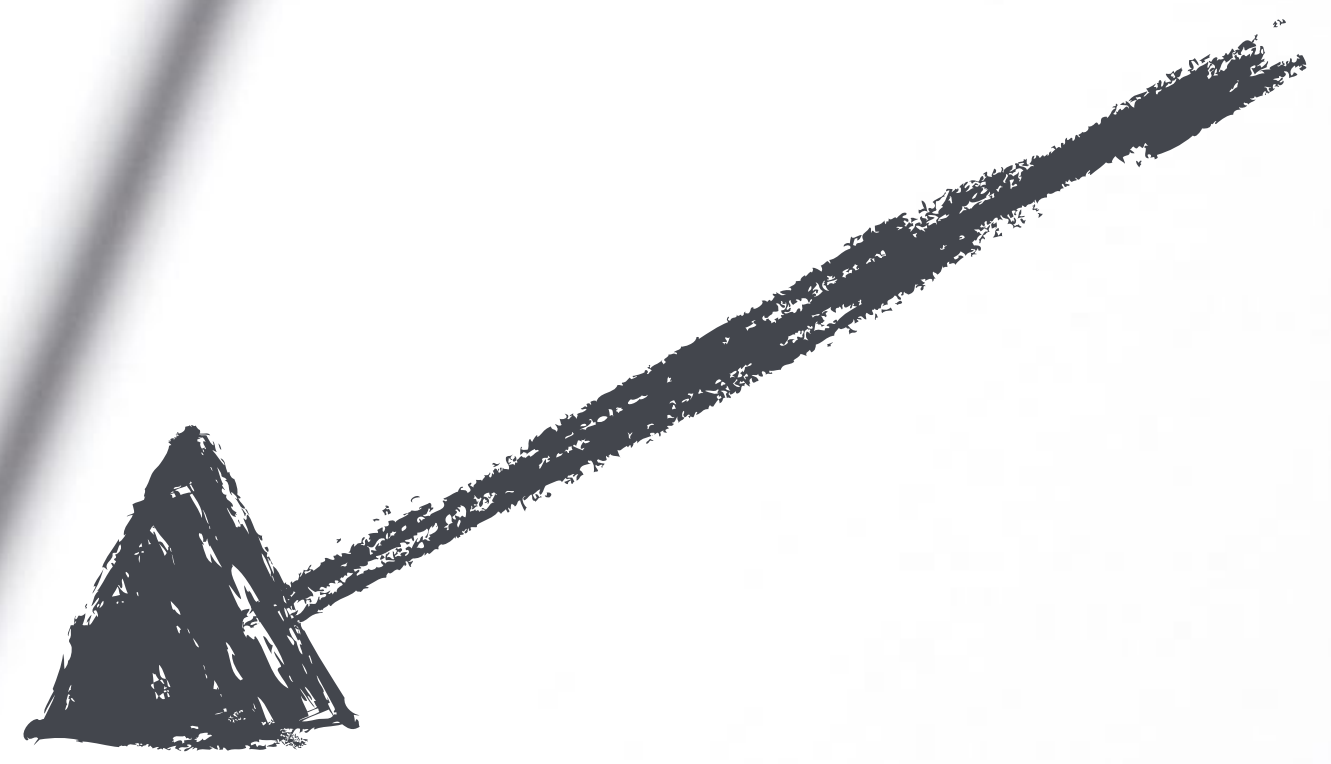


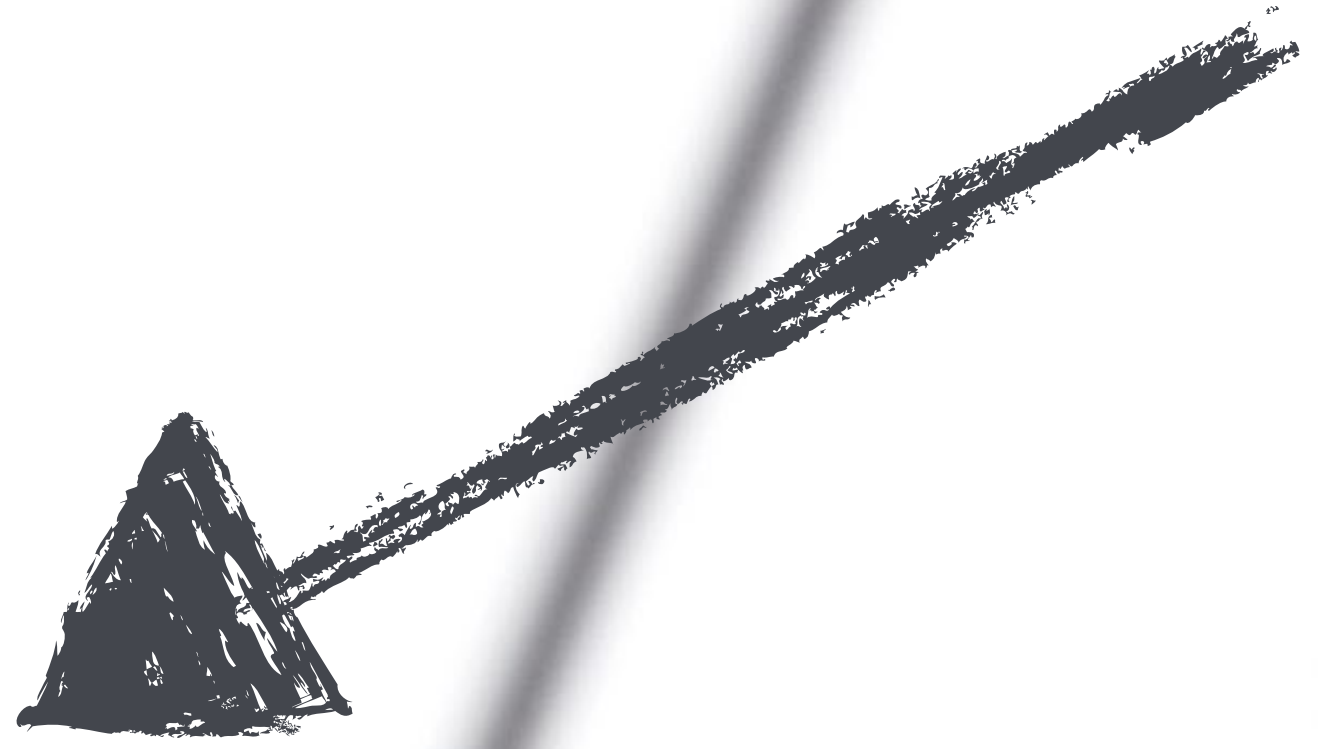
Making work (and life) less stressful by making better decisions

@knotNicky













You have the power

- 1. The psychology of making decisions**
- 2. Making quick decisions**
- 3. Making hard decisions**

1. The psychology of making decisions

System 1 and System 2 thinking

System 1

- Fast
- Automatic
- Instinctive

System 1

- Fast
- Automatic
- Instinctive

System 2

- Slower
- Effortful
- Logical

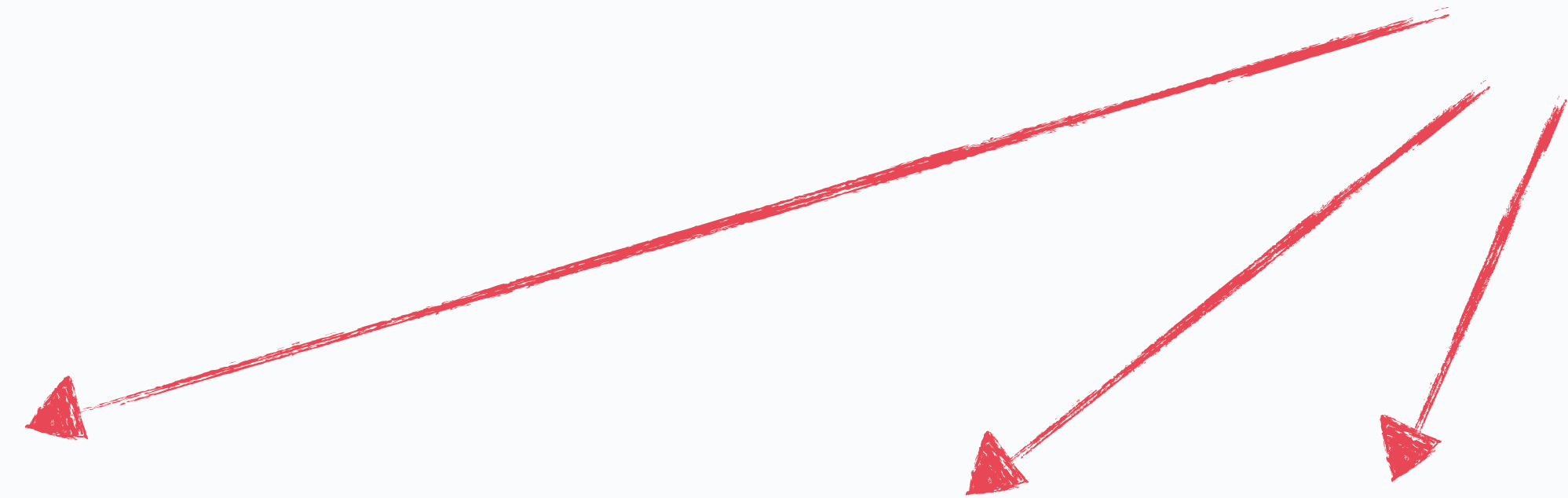
How do we make decisions?

The psychology of making decisions

How we make decisions

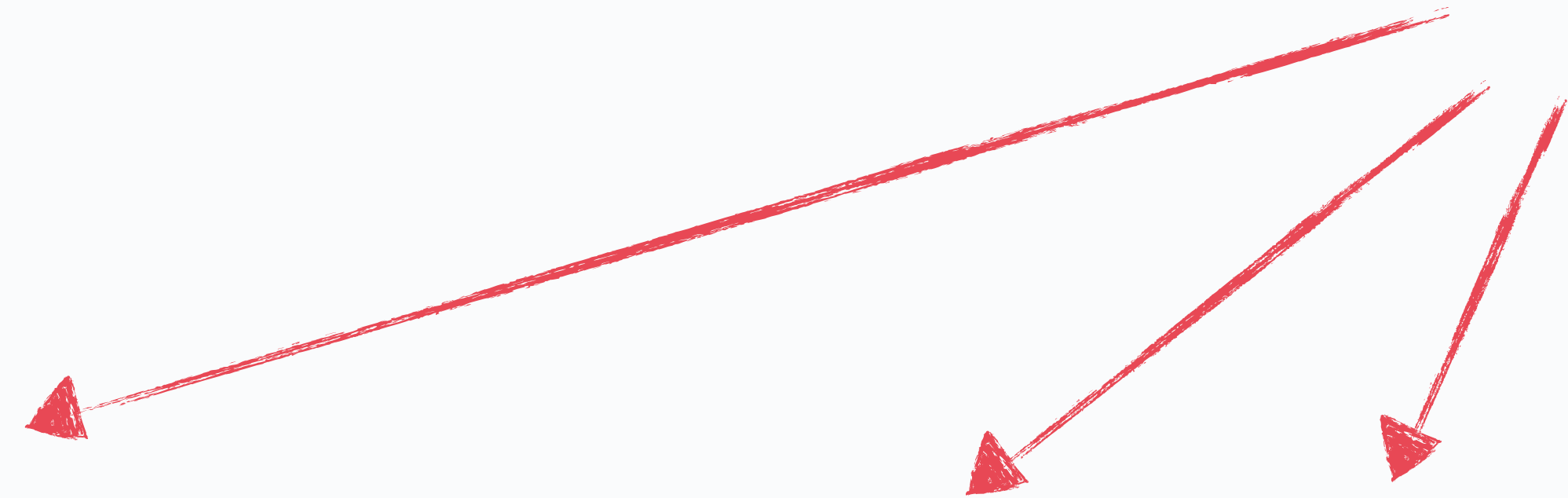
1. We are given a choice
2. We choose an option, based on everything we know
3. If we were right, we get the outcome we expected

How we make decisions



1. We are given a choice
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How we make decisions



1. We are given a choice
2. We choose an option, based on everything we know
3. If we were right, we get the outcome we expected

We might not believe the things we do

For the reasons we think we do

We might not believe the things we do

For the reasons we think we do

How we *think* we form our beliefs

1. We hear something we believe is plausible
2. We think about it, vet it, and determine whether it is true or false
3. We form our belief

How we *mostly* form our beliefs:

1. We hear something we believe is plausible
2. We believe it to be true
3. Only sometimes, at some point later, if we have the time or inclination, we think about it and vet it to determine whether it is, in fact, true or false

Our emotions and cognitive bias affect our decisions

Our emotions and cognitive bias affect our decisions

Being smart makes it worse

Being smart makes it worse

- 1. The psychology of making decisions**
- 2. Making quick decisions**
- 3. Making hard decisions**

2. Making quick decisions

Try the HOT tests

- Happiness
- Only-option
- Two-way door

Happiness test

Will you be happy with your
choice in a year?

Only option test

Would you be happy if this was
your only option?

Two-way door test

Is this decision reversible?

Will you be happy with your choice in a year?

Would you be happy if this was your only option?

Is this decision reversible?

Will you be happy with your choice in a year?

Would you be happy if this was your only option?

Is this decision reversible?

- 1. The psychology of making decisions**
- 2. Making quick decisions**
- 3. Making hard decisions**

Stop

Think

Reflect

Stop

Making hard decisions

Examine your feelings

Examine your feelings

Take a time out

Take a time out

Examine your feelings

Take a time out

Stop

Think

Reflect

Examine your beliefs

Examine your beliefs

Where did I get this information? Who from? What do they know that I don't?

What other things like this have I been confident about that turned out not to be true?

What are the other plausible alternatives? What am I missing? What other evidence might there be?

What are the reasons someone might believe something else? Is there anyone with experience in this area I can talk to?

What other perspectives can I find?

Examine your beliefs

Where did I get this information? Who from? What do they know that I don't?

What other things like this have I been confident about that turned out not to be true?

What are the other plausible alternatives? What am I missing? What other evidence might there be?

What are the reasons someone might believe something else? Is there anyone with experience in this area I can talk to?

What other perspectives can I find?

Make it reversible

Think forwards

Think forwards

**What would you have had to
have done, before today, in
order to not be in this
situation right now?**

**What would you have had to
have done, before today, in
order to not be in this
situation right now?**

Stop

Think

Reflect

Reframe “wrong”

Reframe “wrong”

The right kind of wrong

**Accepting failure doesn't mean
accepting mediocrity**

Intelligent failure

A bad outcome \neq a bad decision

A bad outcome \neq a bad decision
A good outcome \neq a good decision

A bad outcome \neq a bad decision
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A good outcome \neq a good decision

Document decisions, predictions and outcomes

Stop

Think

Reflect

Stop

Think

Reflect

- 1. The psychology of making decisions**
- 2. Making quick decisions**
- 3. Making hard decisions**

You have the power



Thanks

knotnicky.com/lead-dev-berlin-2023/