

TIPPIE LEADERSHIP COLLABORATIVE

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# Decision Making and Innovative Problem Solving

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“Above all else, leaders are made or broken by the quality of their decisions.”

Garvin & Roberto, 2001

# Three Villains of the Mind

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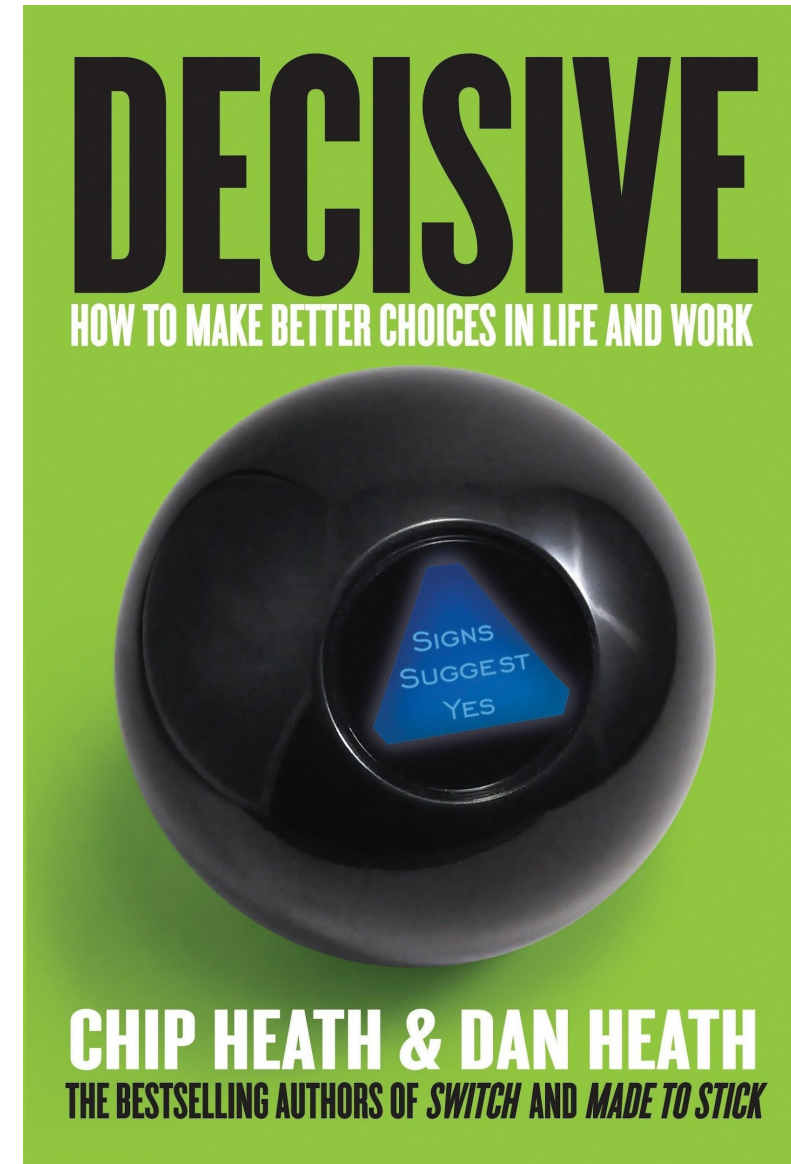
Narrow framing

Confirmation  
bias

Overconfidence

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# The First Villain – Narrow Framing

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Imagine that you want a new pair of jeans, and on a recent store visit, you come across a pair on sale. These jeans are your favorite brand and you have been thinking about buying for a long time. It is available for a special sale price of \$35.

**What would you do in this situation?**

- A. Buy the jeans**
- B. Not buy the jeans**

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**What would you do in this situation?**

- A. Buy the jeans**
- B. Not buy the jeans; save your money for another important purchase**

# The First Villain – Narrow Framing

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What's the difference between a CEO and a teenager?



# Widen Your Options

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- Vanishing Options Test
- Multitrack



# Practice

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Allison is known as a great team player and higher performer in her team, but she is feeling very stretched right now with the many different tasks on her plate. She feels especially “under the gun” this week with a couple of significant project deadlines that are coming up. One day, Allison’s boss, Steve, stops by her desk to ask for help with a particular task on a project that she is not on. Allison is familiar with the task Steve needs to have done on that project, but she also knows it will take (at least) a couple of hours to sit down with Steve and thoroughly explain the task to him. Should she help Steve or not?

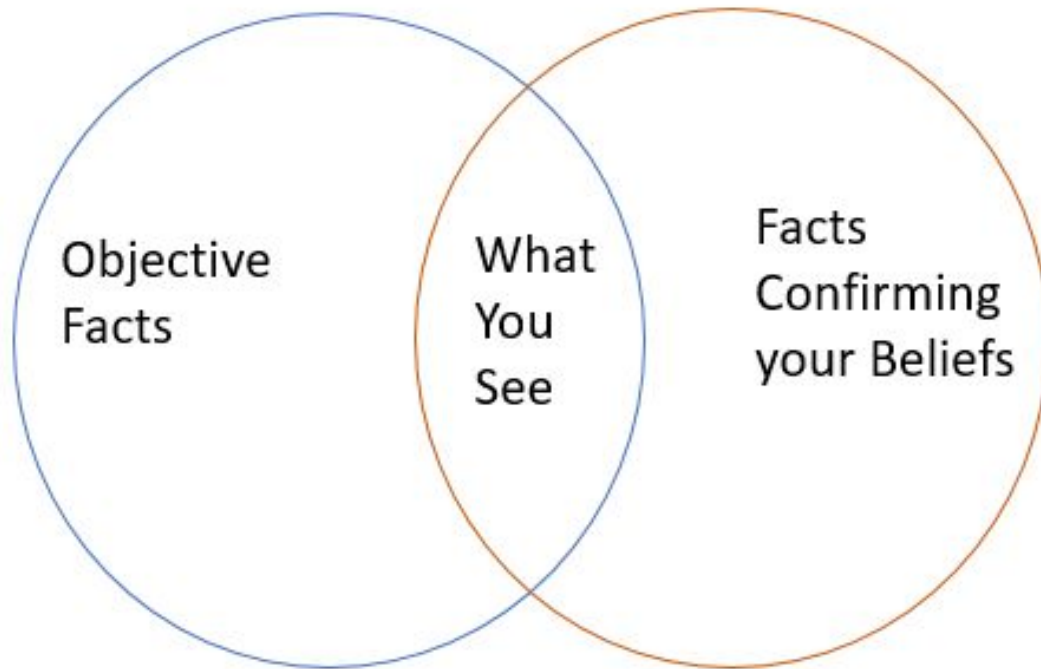


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# The Second Villain – Confirmation Bias

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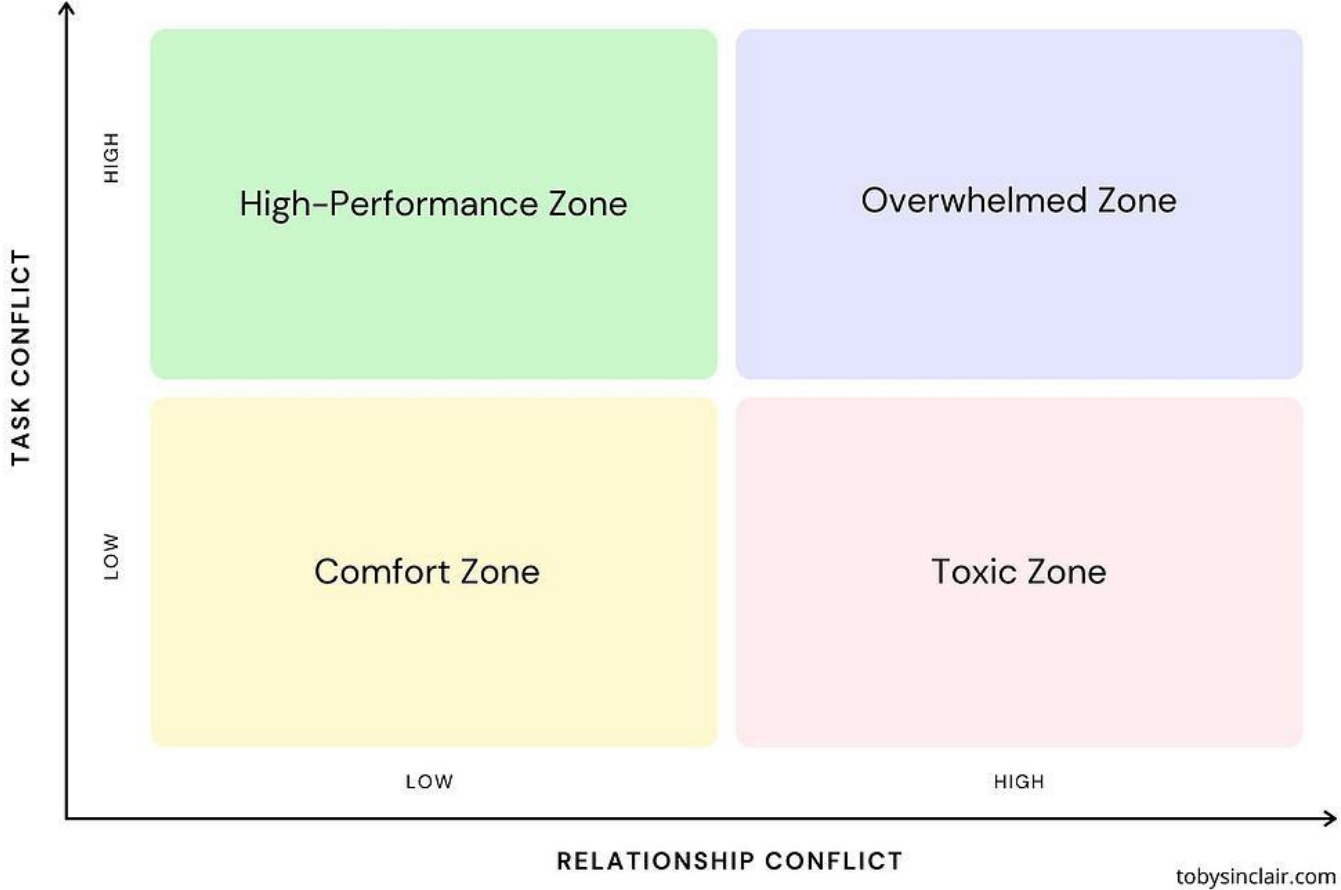


# Test Your Assumptions

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- Encourage constructive conflict
- Ask disconfirming and open-ended questions

# Constructive Conflict



# Practice

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Even before Steve asked for her help, Allison concluded in her mind that she is not able to help anyone with any ancillary task right now. She is just too busy this week, and she is convinced that helping someone with their work this week would derail her efforts to meet other pressing deadlines. What should Allison do to tell Steve her position on this matter in a way that prevents confirmation bias and doesn't introduce relationship conflict?

# The Third Villain – Overconfidence

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*This 'telephone' has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us.*

- Memo at Western Union, 1878

*The odds of a meltdown are 1 in 10,000 years*

- Vitali Sklyarov, Minister of Power in Ukraine, 2 months before Chernobyl accident, 1986

# Prepare to be Wrong

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- Bookend and conduct premortem / preparade
- Set a tripwire



# Practice

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Allison hears Steve out about the help he needs on the task, and after listening to him, she feels that maybe she should help him. However, Allison is also worried that helping Steve will take longer than either of them anticipate, and she is worried about how helping him will affect her ability to meet her other deadlines. How can Allison be sure that she is not overconfident in her ability to help Steve while meeting her other obligations?

# Preparing Next Steps

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How are the Narrow Framing, Confirmation Bias, and Overconfidence Villains problematic for you? What techniques will you experiment with to overcome them?

# Next Steps

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What is one **conversation** you will have when you return to work based on our discussions today?



What is one specific **action** you will take when you return to work based on our discussions today?

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