



University of Idaho
College of Natural Resources

MOSS

SWAY

**A DECISION-MAKING TRAINING
FOR YOUR TEAM**

GARY S THOMPSON









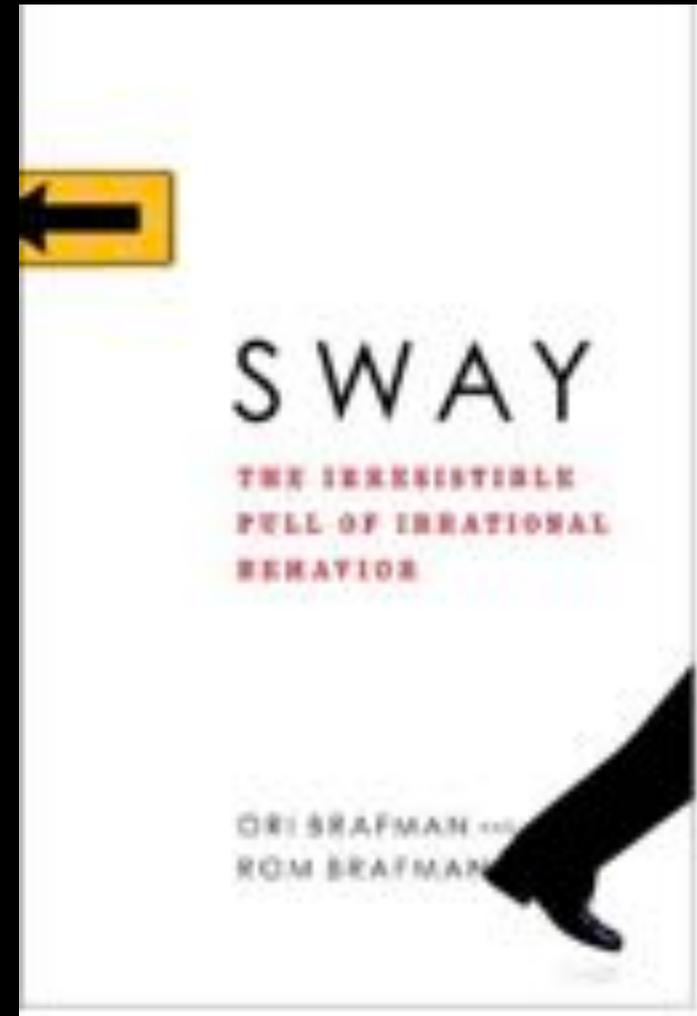


SWAY: THE IRRESISTIBLE PULL OF IRRATIONAL BEHAVIOR

By Ori Brafman and Rom Brafman

Broadway Press, New York

2008





TENERIFE

- **The Tenerife airport disaster was a fatal runway collision between two Boeing 747s on Sunday, March 27, 1977, at Los Rodeos Airport on the Spanish island of Tenerife.**
- **The crash killed 584 people, making it the deadliest accident in aviation history.**

LOSS AVERSION

COMMITMENT BIAS

VALUE ATTRIBUTION

DIAGNOSIS BIAS

INITIATOR BIAS

EXPERT HALO





LOSS AVERSION

**A TENDENCY TO OVERREACT TO PERCEIVED LOSSES.
THE GREATER THE LOSS, THE MORE WILLING WE
ARE TO TAKE ON RISK TO CORRECT**



COMMITMENT BIAS

**STICKING WITH A STRATEGY OR COURSE OF ACTION
SOLELY DUE TO PRIOR INVESTMENT.**





VALUE ATTRIBUTION

A TENDENCY TO IMBUE SOMEONE/SOMETHING WITH CERTAIN QUALITIES BASED ON PERCEIVED VALUES, RATHER THAN OBJECTIVE DATA.



EXPERT HALO

THE IDEA THAT THE "EXPERT" OR GROUP OF "EXPERTS" WILL NOT MAKE MISTAKES. THIS LIMITS THE ACCEPTANCE OF NEW OR VITAL DATA.

***NOT A PART OF THE SWAY TEXT**



DIAGNOSIS BIAS

**ONCE WE COMMIT TO A COURSE OF THINKING, IT
CAN PERPETUATE ITSELF. OUR INTERPRETATION OF
SUBSEQUENT INFORMATION CAN BE DRAMATICALLY
ALTERED.**





INITIATOR BIAS

IN GROUP DECISION MAKING WE CAN OFTEN TAKE
ON ONE OF FOUR ROLES:

- INITIATOR
- BLOCKER
- OBSERVER
- SUPPORTER



THE EXERCISE

Purpose is to incorporate an understanding of these biases into current practices.

- Reflect
- Establish shared terminology
- Communicate

SWAY: USUAL SUSPECTS

Separate the document and place the examples in in a hat, bag or box. Pass out to groups of 6.

SWAY Usual Suspects
2018

Loss Aversion	A tendency to overreact to perceived losses. The greater the loss, the more willing we are to take on risks to correct.
Commitment Bias	Sticking with a strategy or course of action solely due to prior investment. Statements heard include, "Well, we have always done it this way," or "That is not what we do."
Value Attribution	A tendency to imbue someone/something with certain qualities based on perceived value, rather than objective data
Diagnosis Bias - Familiarity	Once we commit to a course of thinking, it can perpetuate itself. Our interpretation of subsequent information can be dramatically altered.
Initiator Bias	In a group decision-making, we often take on one of four roles: Initiator - Offers up an idea, Blocker - offers counterpoint to idea, Observer - watches and reports out what is going on, Supporter - swings group one way or another by picking the initiator or blocker
Expert Halo	The idea that the "expert" or group of "experts" will not make mistakes. This limits the acceptance of new or vital data.



PRACTICE

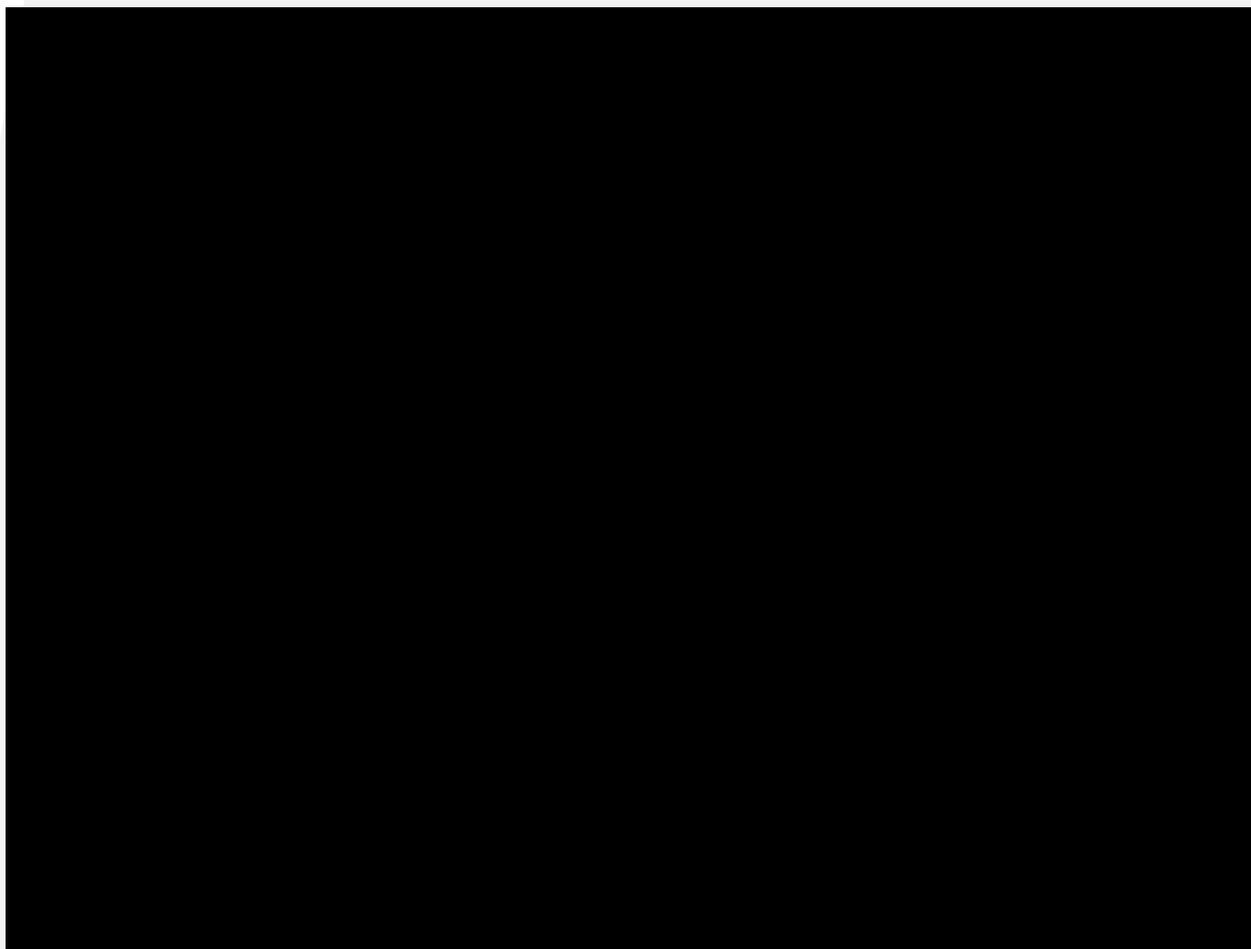
- Grab from the Bag.
- Match the bias to an example from your own experience.
- Share verbally with the entire group.
- Plan how you can mitigate the influence of these biases as they occur.



ONGOING PRACTICE...REQUIRED

- Use an example to guide debriefs
- Use to review human factors in incident reports and discussions.
- What other discussions can you have?

IF WE KNOW WHAT WE ARE LOOKING FOR...



THANK YOU!



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RESOURCES

SWAY: The Irresistible Pull of Irrational Behavior. Brafman and Brafman, Broadway Books, New York. 2008.

Evidence of Heuristic Traps in Recreational Avalanche Accidents. McCammon, National Outdoor Leadership School, Lander, WY. 2002.