

How to Make Better Decisions in the AI age...

Welcome – the presentation will commence at 2.05

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ORGANISATIONAL PSYCHOLOGY MEASUREMENT AND CONSULTING

What is SACS?

- Organisational psychology business
 - Psychological testing, Wellbeing surveys, 360° feedback
 - Organisational and individual development – coaching, career transition management, workforce planning, change management
 - Recruitment process design and delivery
- Scientist practitioner model – Mainly Deakin Uni
<https://www.researchgate.net/profile/Andrew-Marty>
- Evidence based approach to people management.

Objectives

1. Decisions? What decisions? And what's a good one?
2. Are we all equally capable of making good decisions?
3. The Neurology of decision making
4. Broadmindedness and positive emotions
5. Decision derailers – biases and other cognitive challenges
6. Decision derailers – priming
7. Reducing susceptibility to biases and priming
8. Algorithm based decision making.

Your Objectives*

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What decisions?

- Should we hire this person?
- Should we promote this person?
- This person has done bad things. Should we fire them or coach and develop them?
- Should we develop a competency framework? Will it pay off?
- Which HRIS should we buy? How long will it take to implement and what will it cost?
- Should we embark on a workforce plan – will it be worth it?
- People management is the domain of predictions.

A good prediction is:

Reliable

Valid

Are we good are we at making predictions?

- Kahneman's examples from "Thinking, Fast and Slow":
 - Stock trader study – no evidence that their predictions were better than chance
 - Paul Meehl – clinical versus statistical prediction
 - Orley Ashenfelter – Wine! People spend billions laying down the best wines in the hope that they will be good in a few year's time. People tasting and spitting into buckets.
 - Radiologists contradicted themselves 20% of the time when viewing the same chest x-ray on separate occasions.

Accuracy of predictions continued...

- I don't feel well. What's wrong with me?
- Will we have a recession?
- Will I be happy if I:
 - Get married
 - Have children
 - Move to the seaside
 - Buy a new house?

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Nature and Nurture

OUTCOMES

- Quality and Quantity of work
- Quality and Quantity of work relationships

NATURE

Intelligence

- Verbal
- Numerical
- Abstract

Integrity

Personality e.g.

- Honesty-Humility
- Emotionality
- Extraversion
- Agreeableness
- Conscientiousness
- Openness

NURTURE

Skills

- Abilities

Experience

- Knowledge
- Qualifications

Attributes

- Style
- Attitudes
- Values

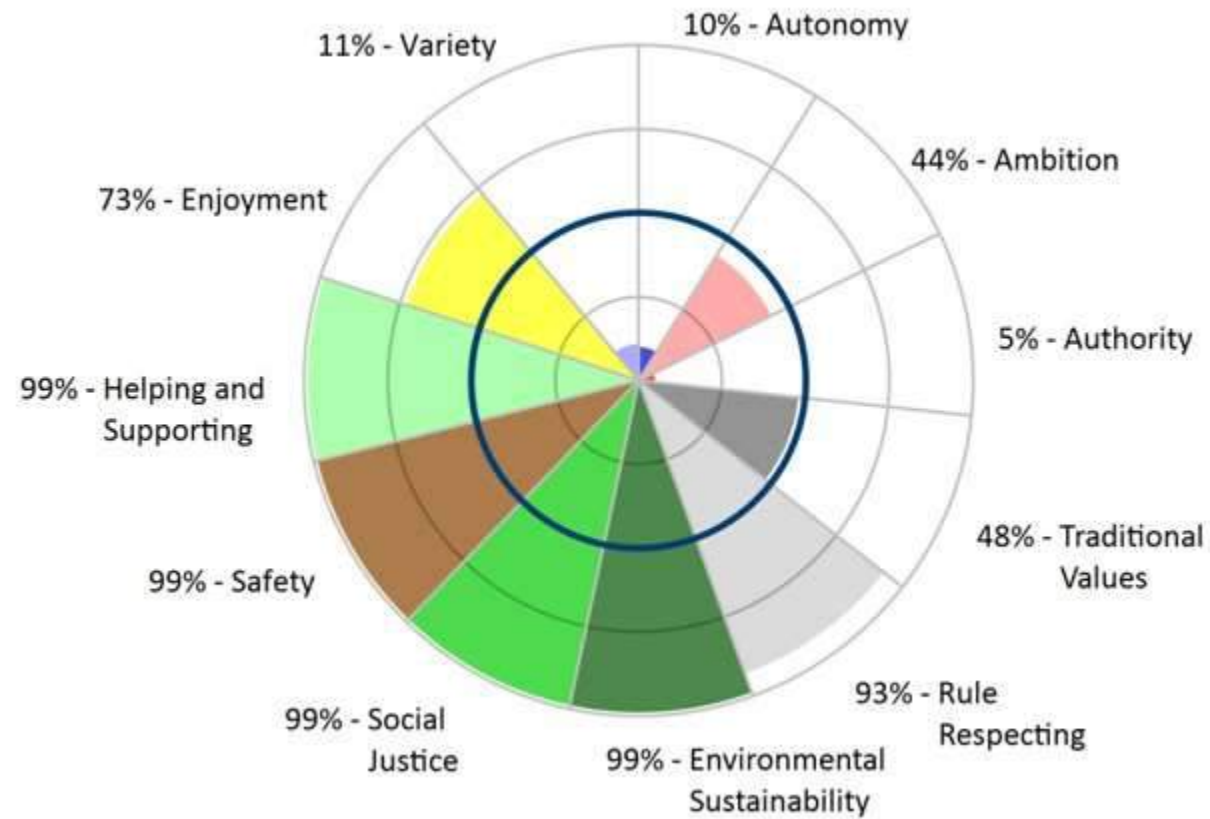
What does intelligence give us?

- Speed
- Power
- Trainability
- Less counterproductive work behaviours (Ones, et al., 2007)
- And therefore better decisions.

Decision making and personality...

1. Integrity-Modesty	3. Extraversion	5. Conscientiousness
Genuineness	Social Confidence	Likes to be Organised
Rule Favouring	Happy to be Center of Attention	Committed to Hard Work
Absence of Greed	Likes to be in Company	Detail Minded
Absence of Arrogance	Cheerfulness and Optimism	Makes Decisions Carefully
2. Emotionality	4. Absence of Anger	6. Openness to Experience
Threat Sensitivity	Unlikely to Carry a Grudge	Cares About Appearances of their Work
Anxiety	Unlikely to be Harsh	Curious About the World
Lack of Independence	Doesn't Have to Have Things Their Own Way	Likes to be Creative
Overly Empathic	Slow to Anger	Comfortable with the Unfamiliar
		7. (Interstitial scale)
		Soft Heartedness

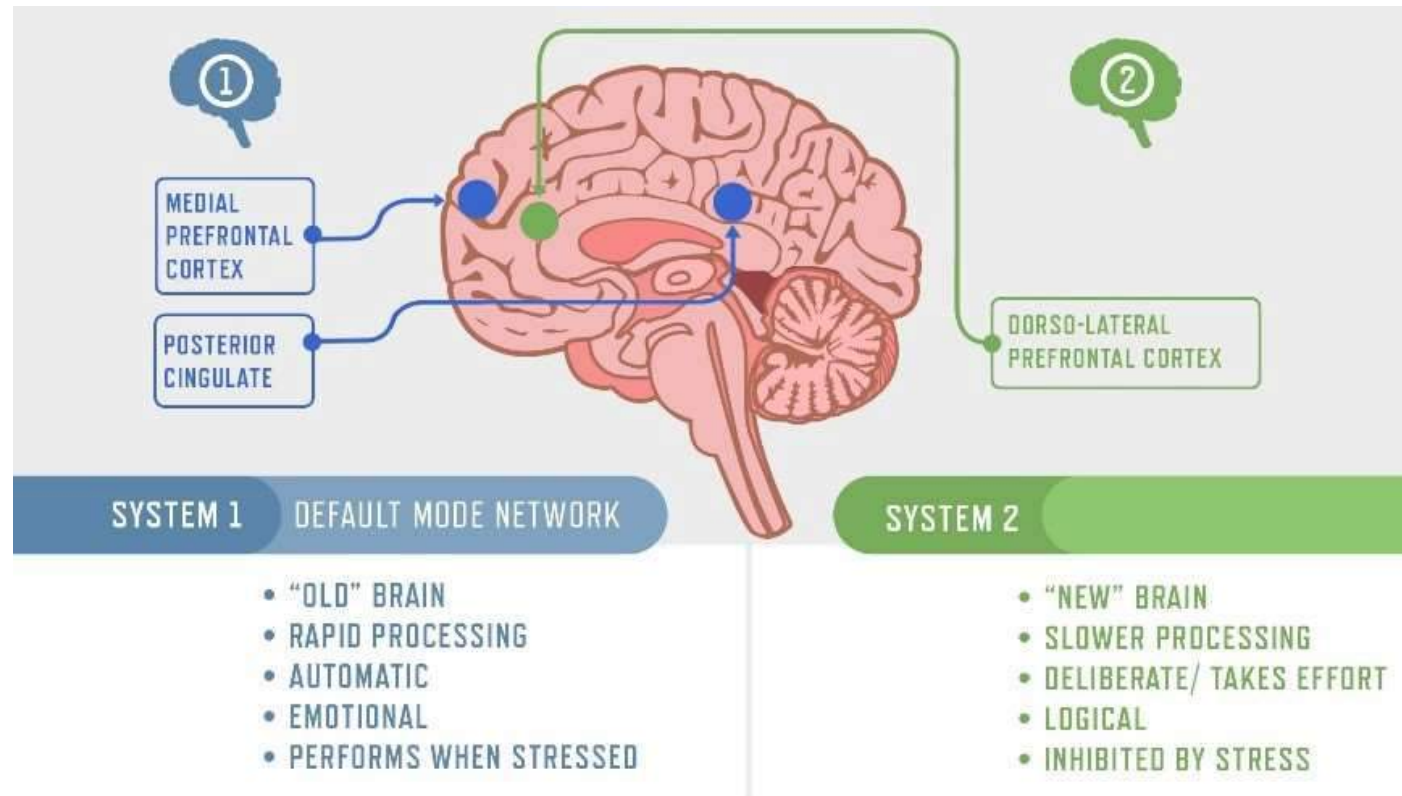
SACS Values



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New brain, old brain decisions...



Retrieved from https://medium.com/@mark_64146/our-two-brains-mindfulness-and-decision-making-ee7a1102f9bd

New brain versus old brain....

- **Old**

- Evolved to focus on the past
- Anger, fear, depression
- Largely unconscious
- Resistant to change

- **New**

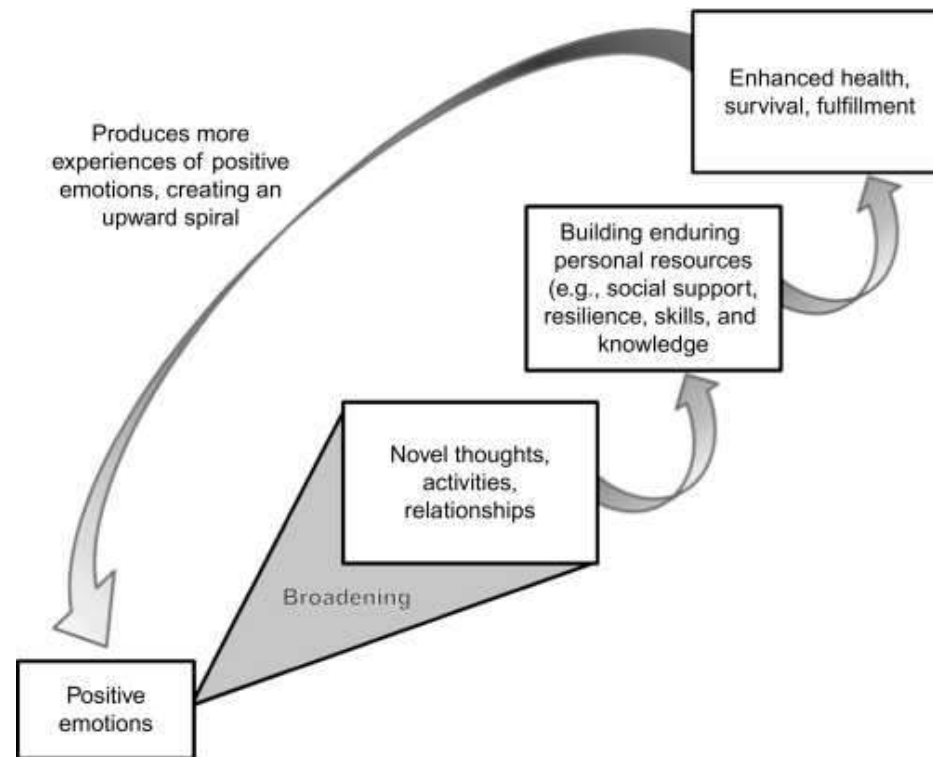
- Able to focus on the future
- Collaboration, affiliation, goodwill, optimism
- The seat of consciousness
- The driver of change and learning

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Levels of positive emotion

- Barbara Fredrickson – “broaden-and-build” theory



Positive psychology activities – individual and group

- Reducing focus on the past and concentrating on the future – making plans about how to get there
- Gratitude exercises such as “3 blessings”
- Learned optimism exercises such as three anticipations
- Acts of generosity
- Signature strength exercises
- Mindfulness activities, including meditation
- Forming collaborative work groups to work together to create an ideal future.

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9. Other methods of minimising bad decisions...

A Ranking of Recruitment Predictiveness

Measures	Validity (r)
Cognitive ability and Integrity	0.65
Cognitive ability and Structured Interviews	0.63
Cognitive ability and work sample	0.60
Work sample tests	0.54
Cognitive ability	0.51
Structured interviews	0.51
Personality tests as a measure of risk- 6 factor model with a focus on Honesty-Humility, Emotionality and Conscientiousness	0.50
Job knowledge tests	0.48
Values as a measure of risk	0.43
Integrity Tests	0.41
Personality tests as a measure of success- 6 factor model with a focus on Honesty-Humility, Emotionality and Conscientiousness	0.40
Personality tests – big 5 with a focus on Neuroticism , Conscientiousness and Agreeableness	0.40
Assessment Centres	0.37
Unstructured interviews	0.35
Biodata	0.35
Conscientiousness	0.31
References	0.26
Years job experience	0.18
Interests	0.1
Years of Education	0.1
Graphology	0.02
Age	-0.01

Source: Modified from Robertson, I.T & Smith, M. (2001)
Personnel Selection Journal of Occupational and Organisational Psychology (2001), (74), 441-472.



Key Learnings

- Testing is better than methods with a human aspect
- Type 1 and Type 2 errors (Field, 2009)
- Line managers often have difficulty with this concept, but it is a finding which has been consistent for years
- Why?

Human Beings are Prey to Biases

- **Confirmation bias** (Frey, 1986) After people reach a decision, they tend focus on supportive rather than conflicting information. Their initial perceptions (interview?) may bias their reactions to subsequent information (psychs?)
- **False consensus effect** (Ross et al., 1977). People sometimes overrate the extent to which other people share their values and beliefs. Consequently, they assume that other people will experience the same aversions toward a candidate as they do – e.g. “not a culture fit”
- **Intergroup bias** (Tajfel & Turner, 1986). People often perceive members of their own social category as superior to members of other social categories. Consequently, they will overestimate the qualities of people who belong to their ethnic group or share a similar occupation, age, school or university background.
- **Status quo bias** (Samuelson & Zeckhauser 1988). When people need to choose between two options with equivalent outcomes, they often prefer the alternative that involves the least level of change. Consequently, they will sometimes prefer an incumbent over other candidates.
- **Bias blind spot** (Pronin, Lin, & Ross, 2002). People perceive themselves to be less susceptible to biases than others. They tend to overrate the accuracy of their personal intuitions and preferences.

Derailers of good decisions...

- Planning fallacy
- Narrative fallacy
- WYSIATI
- Availability heuristic
- Conjunction fallacy
- Hindsight bias
- Representativeness heuristic
- Loss aversion
- Sunk cost fallacy.

Planning fallacy

- Overly optimistic estimates that are closer to best case scenarios than reality (Kahneman, 2011)
 - Blowouts, e.g.,
 - Construction of the Sydney Opera House – 14 times over budget and 10 years late.
 - Canadian Firearms Registry – estimated cost \$2 million CAN, final cost was \$2 billion CAN (1,000 times over budget).
 - Scottish Parliament Building – estimated to cost £40 million and be completed in two years, final cost £400 million and five years to complete.
 - Helsinki Western Metro Extension – estimated to cost €400 million, ultimately cost €1.19 billion.
 - “The Big Dig” highway reconstruction in Boston – completed nine years late with a cost overrun of 190% adjusted for inflation.
 - 2014 Winter Olympics in Sochi – estimated to cost US \$12 billion, final cost was US \$51 billion.

Narrative fallacy

- People are incredibly susceptible to stories...
- Narrative fallacies are stories that shape our world views and future expectations
- People prefer stories that are:
 - Simple (rather than complex)
 - Concrete (rather than abstract)
 - Attributable to talent, stupidity and intent (rather than luck)
 - Focus on a few striking events that occurred (rather than many that failed to occur)
- E.g., Built to Last. Successful companies were assumed to have a story behind their success. But they didn't last!

What you see is all there is (WYSIATI)

- **System 1/Old brain:**
 - can only use the information it has
 - does not discriminate based on the quality or quantity of information
 - seeks to form a coherent story.
- This can lead to jumping to conclusions based on limited evidence.
 - A football fan believes that a certain player is treated badly by umpires. The fan never sees a fair decision for that player!
 - A lawyer likes ANU graduates. Who does she hire?

Availability heuristic

- Information that is easily retrieved is judged to be true
- Accurate judgments are made based on the content (system 2) rather than how easy it is to retrieve the information (system 1)
- People who let themselves be guided by system 1 are more susceptible to availability biases
- Is the world more violent now?
- Nullius in verba!

Conjunction fallacy*

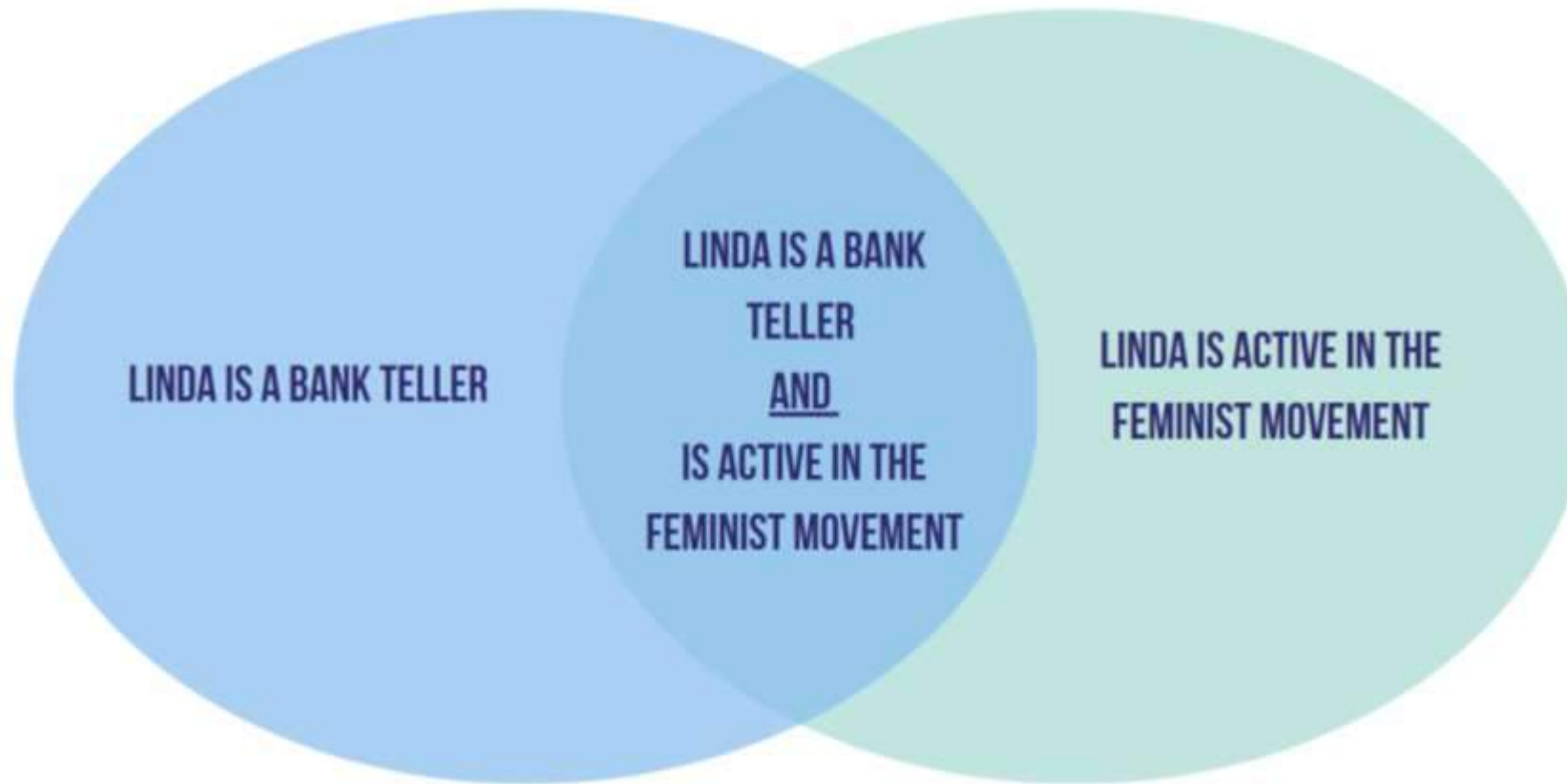
- Related to narrative bias. Example from Kahneman “Thinking, Fast and Slow”:

Linda is 31 years old, single, outspoken, and very bright. She majored in philosophy. As a student, she was deeply concerned with issues of discrimination and social justice, and also participated in antinuclear demonstrations.

Which alternative is more probable?

- *Linda is a bank teller.*
- *Linda is a bank teller and is active in the feminist movement.*

Conjunction fallacy



Hindsight bias

- “I knew it all along” effect
 - Once you change your mind, you immediately lose much of your ability to recall what you used to believe before the change of mind
 - This can cause people to:
 - Overestimate what they previously believed, based on their current beliefs
 - Refute that their beliefs were different in the past
- Hindsight bias impacts evaluations of decision makers:
 - Decisions are an evaluation based on whether the outcome was good or bad – not how sound the decision-making process was.
 - You can’t be the best player if your team loses. Multiple books about what winning coaches did right. Maybe they were just lucky!

Representativeness heuristic

- E.g., Judging athletes by their build and look rather than past performance
- CEOs and the look of success (Rule & Ambady, 2008)
- Moneyball.

Loss aversion

- People will pay a much bigger price to avoid a loss than to gain something
- People are inherently loss averse; some people are more loss averse than others
- E.g., You are offered a gamble on the toss of a coin. Tails, you lose \$100. Heads, you win \$150. Is the gamble enticing? Would you accept the gamble?
- The smallest gain which you would be willing to gamble for an equal change of losing \$100 is known as the loss aversion ratio, which usually ranges from 1.5 to 2.5
- Professional golfers make par save putts nearly 4% more often than birdie putts.

Sunk cost fallacy

- Deciding to invest additional resources (e.g., time, money) in something which is not working out – e.g., “Throwing good money after bad”
- Persisting with persisting with a bad project rather than cutting your losses.

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Priming

Bread

Juice

Milk

So_p

Towel

Shower

Shampoo

So_p

Priming

- Florida effect - John Bargh et al., 1966...
 - Conducted a study in which participants were provided with a list of 5-word sets and were asked to walk down a corridor to another area to complete a lexical task. Some lists contained words the researchers associated with old age including “Florida,” “old,” “lonely,” “gray,” “bingo,” “wrinkle”.
 - Participants who had been primed with words related to old age took significantly longer to walk down the hall than participants not primed with the words related to old age.

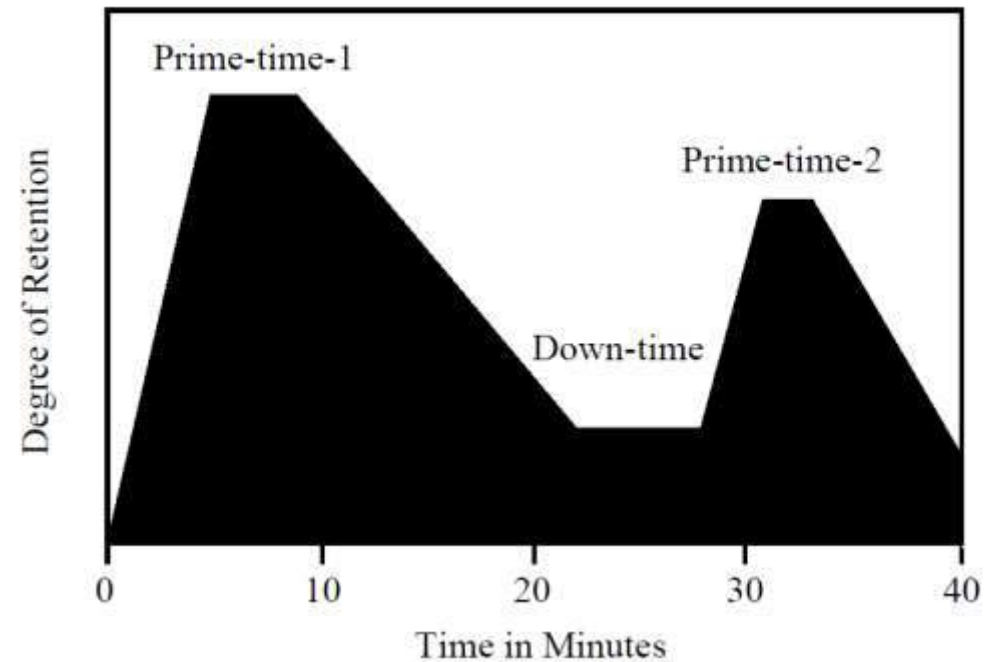
Priming

- Kathleen Vohs – found that priming participants with images of money influenced their behaviour. In 165 studies (across 18 countries) as of 2015, people primed with reminders of money as opposed to other primes were found to:
 - be less helpful, empathic and warm towards others
 - intend to work more and relax less
 - put in more effort and time on tasks and work towards goals
 - perform better on objective measures
 - feel strong and efficacious.

Primacy and recency

- Primacy and recency effects (Luchins, 1958)

Retention in a 40-Minute Learning Episode



(Sousa, 2011)

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Reducing susceptibility to biases and priming

- Unconscious Bias Training (Harvard Business Review, 2021)
 - Admit bias exists – we become mindful of our own biases
 - Bias is completely natural
 - Focus on the potential for change
 - Provide practical examples of biases and how to avoid them
- Overcoming decision making bias in leadership (Hubal et al., 2007)
 - Question and state your assumptions, defend or criticise results (Hubal et al., 2007)

Reducing susceptibility to biases and priming

- Decision making bias training in field settings (Sellier, 2019)
 - Participants who undertook a debias-training intervention (were taught about different types of biases) were 19% less likely to make a bad decision
 - Consciously look for negative evidence
- Conduct a premortem
 - “Prospective Hindsight” (Mitchell et al, 1989).

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Should I buy this wine?

- Orly Ashenfelter invented an algorithm that accurately predicts the future value of wine (correlation of .90 with actual prices) using the average temperature of the summer growing season, rainfall at harvest time and total rainfall for the previous winter

Want to predict how long a project will take and what it will cost?

- Reference class forecasting
 - Developed by Daniel Kahneman and Amos Tversky, (Kahneman won Nobel Prize in Economics)
 - Reference class forecasting has been used to produce more realistic forecasts about what is likely to happen rather than rely on estimates

How is this newborn baby likely to develop?

- **Simple equal weight algorithms**
 - e.g., APGAR test – assessing a baby's condition shortly after birth
 - A total score between 0 and 10 points is generated based on 5 characteristics of the baby: skin colour, pulse, breathing, muscle tone and reflex irritability (0 to 2 points per characteristic).

Am I sick? What's wrong with me?

- Medical diagnosis generally? Computers using algorithms are at least as good as clinicians (Shen et al, 2019)
- This is an area where AI and machine learning are making great strides
- Will it be ethical for a human being to make diagnoses in future?

Thinking of hiring or promoting someone?

Measures	Validity (r)
Cognitive ability and Integrity	0.65
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High Performance Modelling

HIGH PERFORMANCE MODELLING PROCESS

STEP 1

IDENTIFICATION OF HIGH PERFORMERS

These are exemplars who make the greatest contribution to organisational success.



STEP 2

PSYCHOLOGICAL TESTING

What psychological characteristics do they have in common?

BEHAVIOURAL INTERVIEWS

What skills, knowledge, values and attitudes do they have in common?

STEP 3

HIGH PERFORMANCE MODEL

Compare prospective candidates against the ideal psychological profile developed from your high performers

Link the competencies which all your high performers have in common. Write behavioural interview questions and a simple scoring system for each.

Example High Performance Model



High Performance Modelling Summary

Aptitudes	
35+ for Verbal Reasoning	✓
35+ for Numerical Reasoning	✓
35+ for Abstract Reasoning	✗
SACS Values	
50+ for Social Justice	✓
50+ for Rule Respecting	✗
SACS Personality	
45+ for Social Confidence	✗
45+ for Cheerfulness and Optimism	✓
56+ for Integrity-Modesty	✓
55 and below for Emotionality	✓
45+ for Extraversion	✓
45+ for Absence of Anger	✓
50+ for Conscientiousness	✓
Based on psychometric results, should this candidate proceed?	✓



Premium Assessment

Risk Summary

This is a brief summary of risk calculations and further explanations are provided within this report.

Area of Assessment	Risk Rating
Intelligence	Low
Personality	Low
Values	Medium
Counterproductive Work Behaviours	Medium
Gender	Low
Ethnicity	Low
Age	Low
Disability	Low
Emotional Intelligence	Low
Engagement	Low
Resilience	Low
Change Resistance	Low
Safety Behaviours	Medium

Premium Assessment

Intelligence - Australian Council for Education Research

A high result is better in all cases

The nature of the job will determine how important each type of intelligence is. Verbal reasoning is important for jobs which require effective communication, numerical reasoning is important for jobs with a financial or other arithmetic component, and abstract reasoning is important for jobs which have an intrinsic problem solving aspect – say strategy or tactics. Intelligence is recognised as a key predictor of success at work in all types of jobs.

Verbal Reasoning

The capacity to use words at work

Well Below Average Below Average Average Above Average Well Above Average



Reference Group

Professional Population

Percentile

78 - Above Average

Premium Assessment

Numerical Reasoning

The capacity to use numbers and arithmetic at work



Reference Group

Professional Population

Percentile

45 - Average

Premium Assessment



Abstract Reasoning 6

The capacity to solve problems at work which do not have verbal or numerical elements. Examples are strategic and tactical tasks.



Reference Group

Professional Population

Percentile

91 - Well Above Average

Intelligence Risk: Low

Options are Low, Medium, High - Low is better

This is a general assessment of the intelligence risk. Consider the specific requirements of your role in the context of this assessment. If you feel that verbal ability is very important for the role you are assessing for and the score is below average you should consider this to be a higher risk even if the assessment is low or medium.



Premium Assessment

■ Concerns raised
 ■ Neutral
 ■ Favourable

Factor		Score	Meaning
Integrity-Modesty ⓘ	High is better	67	Very High
Genuineness ⓘ	High is better	80	Very High
Rule Favouring ⓘ	High is better	80	Very High
Absence of Greed ⓘ	High is better	54	Average
Absence of Arrogance ⓘ	High is better	55	Average
Emotionality ⓘ	Low is better	46	Average
Threat Sensitivity ⓘ	Low is better	41	Low
Anxiety ⓘ	Low is better	39	Low
Lack of Independence ⓘ	Low is better	46	Average
Overly Empathic ⓘ	Low is better	57	High

Premium Assessment

Extraversion ⓘ	Depends on role	70	Very High
Social Confidence ⓘ	Depends on role	66	Very High
Happy to be Center of Attention ⓘ	Depends on role	55	Average
Like to be in Company ⓘ	Depends on role	80	Very High
Cheerfulness and Optimism ⓘ	Depends on role	80	Very High
Absence of Anger ⓘ	High is better	67	Very High
Unlikely to Carry a Grudge ⓘ	High is better	70	Very High
Unlikely to be Harsh ⓘ	High is better	49	Average
Doesn't Have to Have Things their Way ⓘ	High is better	68	Very High
Slow to Anger ⓘ	High is better	80	Very High

Premium Assessment

Conscientiousness ⓘ	High is better	65	High
Likes to be Organised ⓘ	High is better	63	High
Committed to Hard Work ⓘ	High is better	70	Very High
Detail Minded ⓘ	High is better	70	Very High
Makes Decisions Carefully ⓘ	High is better	57	High
Openness to Experience ⓘ	Depends on role	65	High
Cares about Appearances ⓘ	Depends on role	68	Very High
Curious About the World ⓘ	Depends on role	70	Very High
Likes to be Creative ⓘ	Depends on role	54	Average
Comfortable with the Unfamiliar ⓘ	Depends on role	68	Very High
Soft Heartedness ⓘ	Depends on role	65	High

Personality Risk: Low

Options are Low, Medium, High - Low is better

Premium Assessment

Counterproductive Work Behaviours ⓘ

There has been significant research into Counterproductive Work Behaviours (CWBs) which indicates that the more a person has engaged in CWBs in the past, the more likely they are to do so in the future. The CWB scale below assesses ten of the most common CWBs and is normed against a sample of Australian and New Zealand employees from a wide range of employment sectors. The results come in the form of a score and admissions. The score is produced by the combination of items which affect the candidate's results in comparison with the normative sample. The admissions are items which the participant has admitted to, and you should interpret scores by the number (50 is average) and the risk ratings shown. You should interpret the admission information according to your value set as an organisation and judge whether you are comfortable to have an employee who has behaved in this way in the past.

The scores come in three categories - overall CWB risk, Interpersonal CWB risk and Organisational CWB risk. Interpersonal CWBs are those which disadvantage colleagues, such as snubbing and being impolite to others, and Organisational CWBs are those directed against the organisation, such as speaking critically of the organisation to others or taking the property of the organisation.

■ Concerns raised ■ Neutral ■ Favourable

Factor		Score	Meaning
Total	Low is better	49	Average
Interpersonal ⓘ	Low is better	38	Low
Organisational ⓘ	Low is better	57	High

Admissions

- I have sometimes let people know what is wrong with the organisation I work for
- If a rule has made no sense I have sometimes broken it

Counterproductive Work Behaviour Risk: Medium

Options are Low, Medium, High - Low is better

Premium Assessment

Attitudes Toward Diversity ⓘ

These measures assess an individual's attitude towards gender, ethnicity, age and disability. Low scorers tend to have positive attitudes towards individuals from different ethnic backgrounds, are likely to feel comfortable reporting to a female manager, and be accepting and inclusive of working with people who are elderly or have a disability, whereas high scorers tend to have more negative attitudes.

■ Concerns raised ■ Neutral ■ Favourable

Factor		Score	Meaning
Gender ⓘ	Low is better	38	Low
Ethnicity ⓘ	Low is better	37	Low
Age ⓘ	Low is better	38	Low
Disability ⓘ	Low is better	34	Very Low

Gender Risk: **Low**

Options are Low, Medium, High - Low is better

Ethnicity Risk: **Low**

Options are Low, Medium, High - Low is better

Age Risk: **Low**

Options are Low, Medium, High - Low is better

Disability Risk: **Low**

Options are Low, Medium, High - Low is better

Premium Assessment


Emotional Intelligence

Emotional Intelligence has been shown by international research to be largely driven by personality. Three characteristics of emotional intelligence have been shown to affect a person's performance in jobs which interact with other people – leadership, customer service, stakeholder management, etc. These are the three outlined below.

 Concerns raised  Neutral  Favourable

Recognising and Interpreting Emotions

A core capability of emotional intelligence is the capacity to recognise and interpret emotions in oneself and others. This has an impact on the capacity to build empathy and to function effectively in environments where the ability to interpret emotions is important. The higher the better for this measure.

Recognising and Interpreting Emotions	High is better	Score	Meaning
Recognising Emotions 	High is better	56	High

Recognising Emotions Risk: Low

Options are Low, Medium, High - Low is better

Premium Assessment

Optimism and the Ability to Self Regulate Emotions

To be considered to be genuinely high in emotional intelligence a person must be able to manage his or her own emotions. People who can do so are able to pick themselves up when they are down and tend to take an optimistic perspective on their lives. People who have a low capacity to do this tend to depend on others to be lifted out of sadness or other negative emotions. This has a significant impact on issues such as leadership, customer service, and the capacity to contribute to corporate culture.

Ability to Self Regulate Emotions	High is better	Score	Meaning
Self Regulate Emotions ⓘ	High is better	65	High

Ability to Self Regulate Emotions Risk: Low

Options are Low, Medium, High - Low is better

Premium Assessment

Using Emotions for Decision Making

The third characteristic for emotional intelligence is the degree to which people factor emotions into their decision making. Unlike the two characteristics above, it cannot be said that a high score is always best. For instance, if you seek rational decision making for a particular role a high score on this dimension is a potential concern.

Using Emotions for Decision Making	Depends on role	Score	Meaning
Using Emotions for Decision Making ⓘ	Depends on role	64	High

Premium Assessment

Engagement ⓘ

Below is a prediction of how likely it is that the candidate assessed will be highly engaged in their work. We define engagement in the contemporary sense of the term (eg. Bakker 2011). In this definition the engaged employee brings:

- A sense of energy and vigour to their work
- High levels of dedication and commitment
- High levels of absorption in their work so that time passes quickly.

Employees who are highly engaged can be shown on average to be more productive, create greater customer and client satisfaction and contribute to a number of other organizational positives, such as higher levels of discretionary effort and lower levels of negative behaviours. Engagement levels are affected by the leadership which staff members experience in their organization, but research also shows that engagement is up to 30% caused by a combination of a person's personality and value set as confirmed in a substantial research project completed by SACS in late 2014.

■ Concerns raised ■ Neutral ■ Favourable

Prediction of Engagement	High is better	Score	Meaning
Engagement ⓘ	High is better	62	High

Prediction of Engagement Risk: Low

Options are Low, Medium, High - Low is better

Premium Assessment

Resilience ⓘ

Resilience is the characteristic of being able to bounce back from difficult circumstances. People who are high in resilience have a capacity to self regulate their emotions and to recover quickly from emotional setbacks.

Candidates with high levels of resilience are lower risk hires. Research suggests that they bring a number of positive characteristics. They:

- Are often psychologically healthier
- Can be better at problem-solving
- Are more motivated to solve problems
- Are good at building their own coping strategies
- Do better in jobs where they need to interact with other people

Resilient employees tend to remain resilient and employees who are low in resilience will tend to carry this limitation with them throughout their career. If you have an employee who is low in resilience the question is how extreme is the score. If a person is just under population average then skilled and targeted coaching may cause the person to improve to the point where they should be able to cope reasonably well. If a person's score is significantly below average, say 40 or less then this is a significant risk.

■ Concerns raised ■ Neutral ■ Favourable

Prediction of Resilience	High is better	Score	Meaning
Resilience ⓘ	High is better	64	High

Resilience Risk: **Low**

Options are Low, Medium, High - Low is better

Premium Assessment

Change Resistance Behaviours ⓘ

This assessment measures the degree to which the candidate is resistant to change. High scores indicate that the candidate is likely to find change difficult, low scores indicate that the candidate should be relatively comfortable with change.

■ Concerns raised ■ Neutral ■ Favourable

Prediction of Change Resistance	Low is better	Score	Meaning
Change Resistance ⓘ	Low is better	42	Low

Change Resistance Risk: Low

Options are Low, Medium, High - Low is better

Premium Assessment

Safety Behaviours ⓘ

Below is an assessment of the candidate's risk rating in respect of Occupational Health and Safety behaviours.

The scores are the form of:

- Safety Motivation – how motivated the candidate is to make the workplace safer
- Safety Compliance – the degree to which the candidate is likely to obey your safety rules
- Safety Participation – the degree to which the candidate is likely to willingly participate in your safety efforts
- An overall risk rating which reflects the risks associated with these scores

■ Concerns raised ■ Neutral ■ Favourable

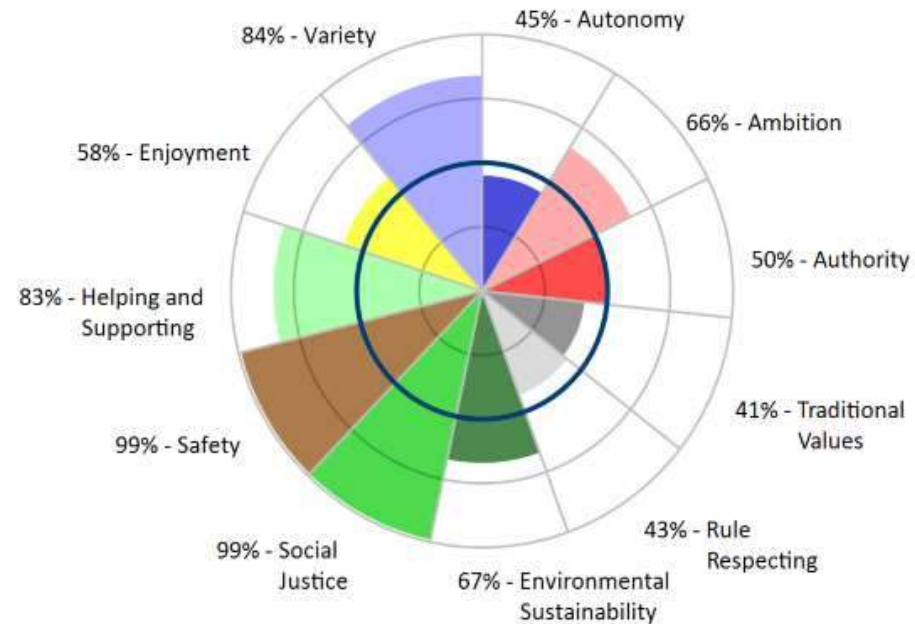
Factor		Score	Meaning
Safety Motivation ⓘ	High is better	57	High
Safety Compliance ⓘ	High is better	45	Average
Safety Participation ⓘ	High is better	52	Average

Safety Behaviours Risk: **Medium**

Options are Low, Medium, High - Low is better

Premium Assessment

SACS Values



Values Risk: **Medium**

Options are Low, Medium, High - Low is better

Objectives

1. Decisions? What decisions? And what's a good one?
2. Are we all equally capable of making good decisions?
3. The Neurology of decision making
4. Broadmindedness and positive emotions
5. Decision derailers – biases and other cognitive challenges
6. Decision derailers – priming
7. Reducing susceptibility to biases and priming
8. Algorithm based decision making
9. **Other methods of minimising bad decisions...**

Making better decisions

- Base decisions on the past rather than a speculative future
 - E.g., A recruiter contemplates introducing a new applicant tracking system. Ask supplier for contact details of other organisations who have implemented this applicant tracking system. Contact these organisations and ask them “how long did it take” and “what did it cost?”
- Conduct a pre-mortem
 - Imagine in a years' time we have failed at doing X. Let's write down the reasons why – what caused us to fail?
 - This activity markedly improves the accuracy of forecasts and minimises the probability of failure.

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