

## **The Science Behind Good Decisions**

One of the most important books published in the last few years is Daniel Kahneman's *Thinking, Fast and Slow* (2011), said Carl Greenberg, Ph.D., a senior consultant with E·A·S·I·Consult®. In this seminal piece, Kahneman summarizes decades of research on irrational decision-making with his long-time collaborator, the late Amos Tversky. As a result of this work, Kahneman was awarded the Nobel Prize in economics.

Kahneman posits that our brains use two different thinking systems to make decisions. System One is driven by instinctual, unconscious mental events that are done rather quickly. System Two is more conscious and consists of slower, more rational/logical-based thinking. Oftentimes uncertain situations drive us to use System One thinking, when System Two would be the better alternative. We bridge this gap through the use of heuristics - mental short cuts and rules we apply to reach a decision. But these rules may be full of biases, which lead us to make poor decisions that are full of errors.

Leaders and managers would greatly benefit from understanding how their own heuristics may lead to faulty decisions, Greenberg said. Examples include:

- How irrelevant information gets weighed more heavily than it should.
- What we remember from past events becomes more consequential.
- How we tend to simplify complex problems more than we should.
- How optimism and overconfidence can lead to over-projections of future events.

To read more about this important book, click [here](#).

### **About the Author**

E·A·S·I·Consult® works with Fortune 500 companies, government agencies, and mid-sized corporations to provide customized Talent Management solutions. E·A·S·I·Consult specialties include individual assessment, online employment testing, survey research, competency modeling, leadership development, executive coaching, 360-degree feedback, online structured interviews, and EEO hiring compliance. The company is a leader in the field of providing accurate information about people through professional assessment. To learn more about E·A·S·I·Consult, visit <https://easiconsult.com> or email [ContactUs@easiconsult.com](mailto:ContactUs@easiconsult.com) or call 800.922.EASI.