

Better decisions: Catch the bias before it decides for you

Adaptive module

~20 min

Of the more than 200 documented cognitive biases, this module focuses on the five that most distort decisions at work (overconfidence first, the most common according to the research) and pairs each with a concrete technique, from Gary Klein's premortem to looking for the three strongest arguments against. It adds a section that has become necessary: the biases AI reinforces, and how to make AI a critic rather than a mirror.

LEARNING OBJECTIVES

- 01 Understand how Kahneman's fast and slow modes of thinking let biases steer our quick decisions.
- 02 Spot the five most common biases at work: overconfidence, confirmation, anchoring, status quo, and the halo effect.
- 03 Apply the technique for each bias, from the premortem to the question "What if we started from zero today?".
- 04 Develop a stance of openness to disagreement, and use AI to challenge your decisions rather than confirm them.

WHO IT'S FOR

Anyone who makes decisions every day, managers and team members alike, and wants sounder choices, including with AI.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

Since the tool change in June, Sofiane's rejection rate has doubled; his colleagues' hasn't. Same rules, same claims, same documents, displayed in a different order. Sofiane is sure he applies the same criteria. His manager shows him the figures. What does Sofiane say?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- System 1 / System 2 – Daniel Kahneman (2011)
- The premortem method – Gary Klein, Harvard Business Review (2007)
- Anchoring (Tversky & Kahneman, 1974), status quo (Samuelson & Zeckhauser, 1988), halo effect (Thorndike, 1920)
- The "be willing to be contradicted" stance and AI as a critic – Afthonios approach

SOURCES & REFERENCES

- Daniel Kahneman – Thinking, Fast and Slow (2011); Nobel Prize in Economics, 2002
- Sam Altman (OpenAI) – acknowledged in April 2025 that the ChatGPT update had made it too sycophantic
- Gary Klein – the premortem method, "Performing a Project Premortem" (Harvard Business Review, 2007)
- Dimara, Franconeri, Plaisant, Bezerianos & Dragicevic, "A Task-Based Taxonomy of Cognitive Biases for Information Visualization," IEEE Transactions on Visualization and Computer Graphics (2020): a literature review that identifies 154 cognitive biases, grouped into 7 categories