L A S T W O R D

10 Decision–Making Mistakes That Trip Us Up



MIGUEL A. ARIÑO

Professor of Managerial Decision Sciences, IESE



Senior Lecturer of Managing People in Organizations, IESE

o live is to decide. To decide is to live. We define our lives in terms of the decisions we make, and for that reason, it's essential to learn how to make them as well as we can. How can we improve our decision-making? It's important to be aware of a series of very common mistakes; being on the lookout for them can keep us from tripping up.

• Holding out for the perfect decision.

Seeking perfection in our decision-making can add unnecessary pressure and lead to "analysis paralysis." No one likes to make mistakes, but it's important to overcome our fears and realize that decision-making is risk-taking. Sometimes we'll get it right, and sometimes we'll get it wrong. Mistakes are part of the learning process.

- **②** Being unrealistic. We tend to see what we want to see and that can cause us to mistake our preferences for reality. For example, 75 percent of drivers think they're better than average, which is statistically impossible. It's essential to avoid this bias by distinguishing data (objective) from opinion (subjective).
- **Skidding ourselves.** How we view a situation affects our decisions. To avoid self-deception, it's important to come up with a list of alternatives, try to see things from different perspectives and sleep on it before finalizing our decision.
- ② Following the crowd. There's one thing worse than being wrong: being the only one who's wrong. Doing what everyone else is doing is easier, and it protects us from embarrassment. This is the origin of our herd mentality. The problem of imitating others is that we limit our ability to generate viable alternatives that might be more beneficial than whatever is "in."
- **3** Acting too fast and risking too much. Before rushing into a decision, we have to ask ourselves

if the decision is truly urgent. We tend to rush our decisions because we want to check things off our "to-do" list. It feels efficient, but all we're doing is taking unnecessary risks.

6 Giving ourselves over to intuition.

Intuition can be a positive force, but it can lead to mistakes if we trust our intuition more than our analytical capacity.

- **Being prisoners of our own ideas.** It can be difficult to change a decision that we've made, even when sticking to it is clearly inefficient or even harmful.
- 3 Ignoring the consequences. Sometimes we pay too little attention to the consequences of our decisions. Or we only take into account the most direct or immediate ones, without considering the side effects. And this can cause even bigger problems than the ones we were trying to solve.
- ② Overvaluing consensus. We tend to think that joint decisions are more effective, but this isn't always true. Group decisions also have drawbacks: they take longer to arrive at, the sense of responsibility tends to be diluted, and people end up not saying what they think because of peer pressure and their desire to be accepted.
- Not putting our decisions into practice.

The decision-making process doesn't end with the decision, but with implementing and following up on it. However, we sometimes make a decision that we never put into practice. That's why it's essential to consider the applicability of each decision.

If we keep these common mistakes in mind, our decisions – and our lives – will improve substantially.

MORE INFORMATION:

Con la misma piedra: los 10 errores que todos cometemos al decidir (Empresa Activa)