

# Decision ready

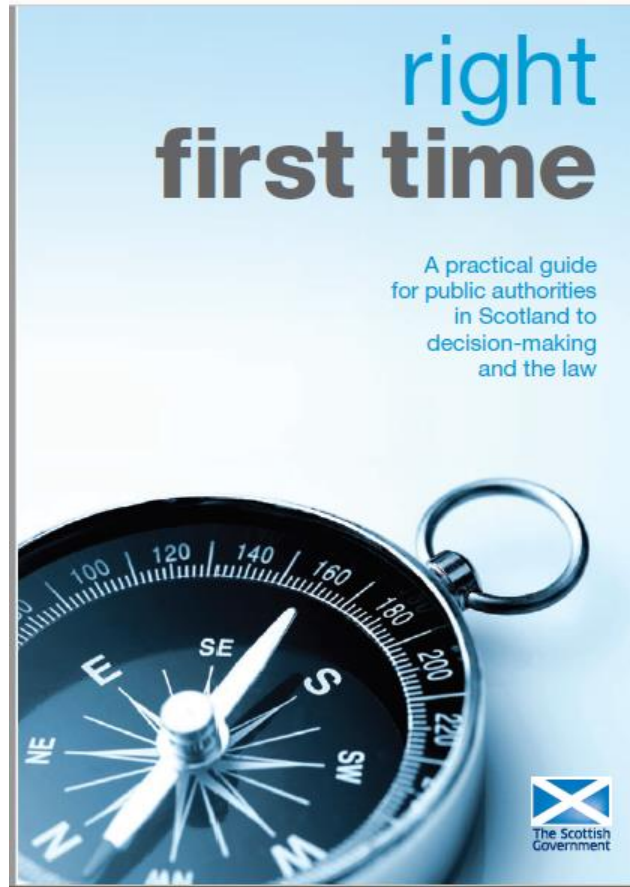
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Scottish Welfare Fund Case Reviewer  
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# Getting it right first time



<http://www.gov.scot/Publications/2010/02/23134246/0>

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# Things to think about today

- Critical thinking
  - Framing
  - Heuristics (rules of thumb)
  - Bias
- Communicating your decision

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# Critical thinking

“The ideal critical thinker is habitually inquisitive, well-informed, trustful of reason, open minded, flexible, fair-minded in evaluation, honest in facing personal biases, prudent in making judgments, willing to reconsider, clear about issues, orderly in complex matters, diligent in seeking relevant information, reasonable in the selection of criteria, focused in inquiry, and persistent in seeking results which are as precise as the subject and the circumstances of inquiry permit”.

Critical Thinking: What It Is and Why It Counts  
Peter A. Facione (2011)

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or more succinctly...

"He who asks a question is a fool for five minutes; he who does not ask a question remains a fool forever."

CHINESE PROVERB

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# Which way is the dancer spinning?



By Nobuyuki Kayahara - Procreo Flash Design Laboratory, CC BY-SA 3.0,  
<https://commons.wikimedia.org/w/index.php?curid=3526328>

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Jonathon is a 32 year old music graduate who is politically active and highly intelligent. While at college he was very active in the animal rights movement.

Which of these statements is more likely?

- a. Jonathon is a decision maker for the Scottish Welfare Fund.
- b. Jonathon is a decision maker for the Scottish Welfare Fund and a vegetarian.
- c. Jonathon is a decision maker for the Scottish Welfare Fund and a vegetarian who enjoys opera.

Tversky and Kahneman's 'conjunction fallacy

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# Heuristics



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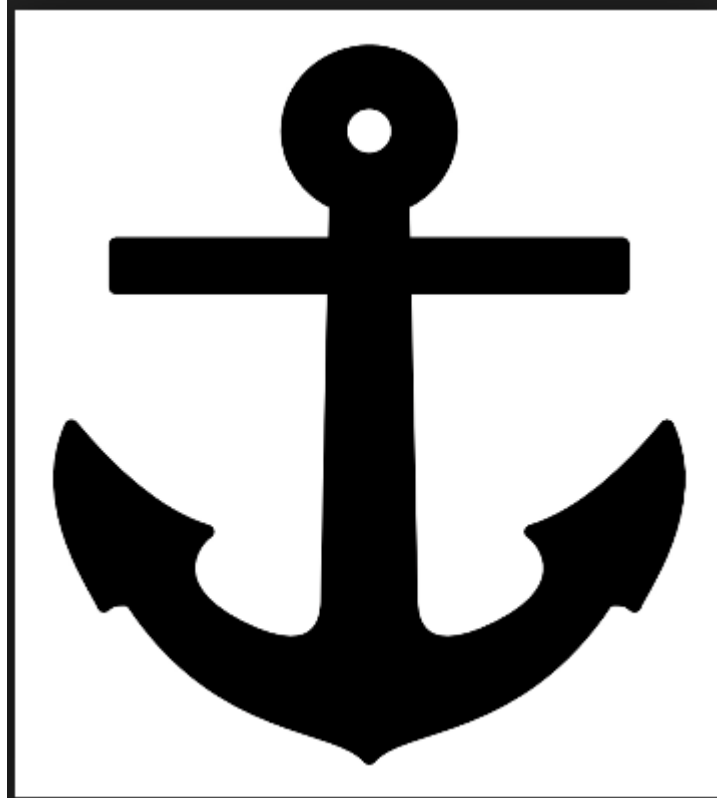
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# Bias

- Anchoring bias
- Availability bias
- Confirmation bias
- Information bias
- “Chasing the shiny thing”

# Anchoring Bias



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# Availability Bias



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# Confirmation Bias



<https://www.agbarr.co.uk/our-brands/irn-bru>

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# Information Bias



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# Chasing the shiny thing



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# Communicating your decision?

A rare disease is sweeping through Scotland.

Curiously it only affects SWF teams.

Experts have suggested two possible cures for the disease.

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# Which cure should NHS Scotland use?

- Cure A will save 200 lives out of 600.
- Cure B has a one third probability of saving 600 lives and a two thirds probability of saving no-one.



# A plague update

A new plague has broken out (again only SWF staff?). There are two new possible cures:

- Cure A will result in 400 deaths (out of 600).
- Cure B has a one third probability of no one dying and a two thirds probability of 600 deaths.

Which cure should NHS Scotland use this time?

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# Plague update

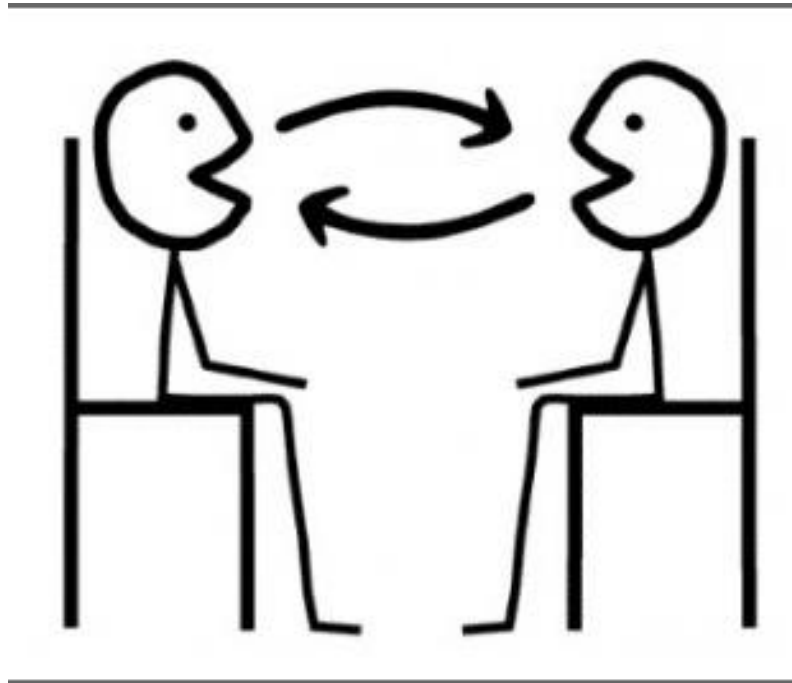
## Version 1

- Cure A will save 200 lives out of 600 (but 400 will die– survival rate of 28%).
- Cure B has a one third probability of saving 600 lives and a two thirds probability of saving no one (72% chance no one will survive).

## Version 2

- Cure A will result in 400 deaths (out of 600) (but 200 will be saved – Survival rate of 28%).
- Cure B has a one third probability of no one dying and a two thirds probability of 600 deaths (72% chance that everyone will die).
- Which one do you now think is the best option?

# Communicating the decision



<http://www.peoplethink.biz/4-tips-for-communicating-effectively-to-improve-your-results/>

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# Are you decision ready?

Thank you  
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