Mind map

Cognitive biases: shortcuts that sabotage decisions

What they are

- Systematic deviations in judgment
- Shortcuts that save mental energy
- They lead to predictable errors
- We act sure we're being rational

Distorting information

- Confirmation: we only see what reinforces
- Anchoring: the first data point dominates
- Availability: we judge by what comes to mind

Distorting risk and people

- Overconfidence: we overestimate what we know
- Loss aversion: losing hurts more
- Halo effect: one trait colors everything

Cognitive biases

In leadership

- The halo skews how people are evaluated
- Overconfidence weighs on risky decisions
- Confirmation shuts down listening
- Aware leaders listen more

Self-knowledge as defense

- Biases can't be switched off
- Pauses help you question conclusions
- Emotion in charge intensifies biases

Action plan

1. Ask yourself: what if I'm wrong?
2. Listen to those who disagree and seek other perspectives
3. Separate the decision from the emotion of the moment
4. Set your criteria before deciding
5. Compare past predictions with what actually happened

Key takeaway

You can't switch biases off, but you can create pauses and question your own conclusions.

Author: **Vagner Soares**
Graphic art: **Yago Soares**
vagnersoares.com.br