

# Decision Science for Bar Leaders: How to Make Choices That Work

Nika Kabiri, JD PhD







Florida Man

@FloridaMan\_\_



Florida Man Gets Tired of Waiting at Hospital, Steals Ambulance, Drives Home [wogx.com/news/florida-m...](http://wogx.com/news/florida-m...)

11:13 PM - Jun 7, 2018

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Florida Man

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Florida Man Attacked During Selfie With Squirrel |  
[globalnews.ca/news/1300692/p...](http://globalnews.ca/news/1300692/p...)

9:04 PM - Apr 30, 2014

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# Thousands of gun owners in Florida planning to 'shoot down' Hurricane Irma

'Let's show Irma that we shoot first,' states Facebook event

May Bulman | [@maybulman](#) | an hour ago |  118 comments

   **11K**  
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We all make bad choices sometimes, and we all  
have regrets.

How do we get it right?

# My job is helping people get it right.



UW Faculty  
Business consultant  
Personal consultant



*Money off the Table: Decision  
Science and the Secret to Smarter  
Investing*

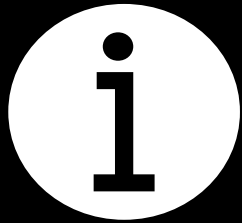
The Hill  
Huffington Post  
Inside Sources



Business Insider  
Gizmodo  
Yahoo!  
Fast Company  
Entrepreneur  
Podcasts and Radio

How do we get it right?

Perfect information



We don't have  
access to all  
information

Perfect  
rationality



Our brains  
prioritize  
efficiency

Perfect  
assessment of value



Social influences  
interfere with what  
matters

Perfect  
insulation



Our social  
environments sway  
us

Be aware of the influences and  
adjust for them.



Decision

Should I go to law school?

1

Control your decision.

# Impulse



Are you letting your gut or your  
emotions call the shots?

50%

say you use your gut when making  
decisions

78%

consider yourselves highly strategic  
decision makers

38%

say you do both





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Control the decision to use your gut.

Give yourself the best shot possible.



# Anticipatory Regret



Are you stalled by the fear of  
regret? Or the fear of blame?



29%

worry about regret when faced with a  
hard choice

31%

worry about blame

# Should you use your gut?

## **Time**

How much do you really  
have?

# Should you use your gut?

## Time

How much do you really  
have?

## Stakes

How serious would the  
consequences be if you got  
it wrong?

# Should you use your gut?

## **Time**

How much do you really have?

## **Stakes**

How serious would the consequences be if you got it wrong?

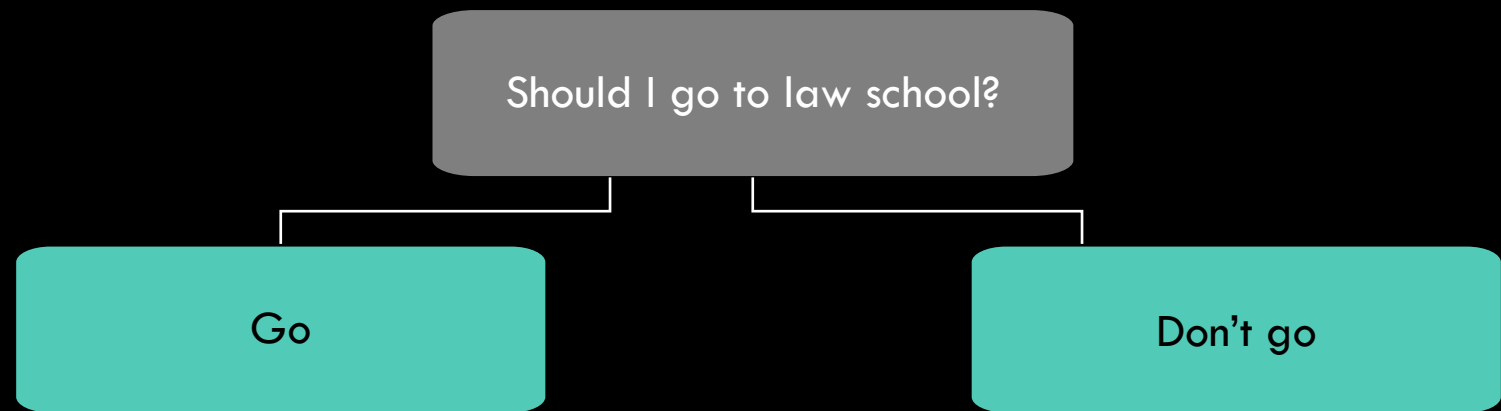
## **Reversibility**

How much “lock-in power” does this decision have?

2

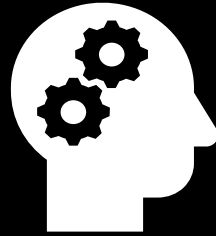
Identify the best options.

Options



# WYSIATI

(What You See Is All There Is To See)



Are you only considering options  
that come to mind?

# Social Norms



Are you only considering options  
that are normative?



→ 13A

SAFETY FILM 5063



15:37 / 1:50:58



Options

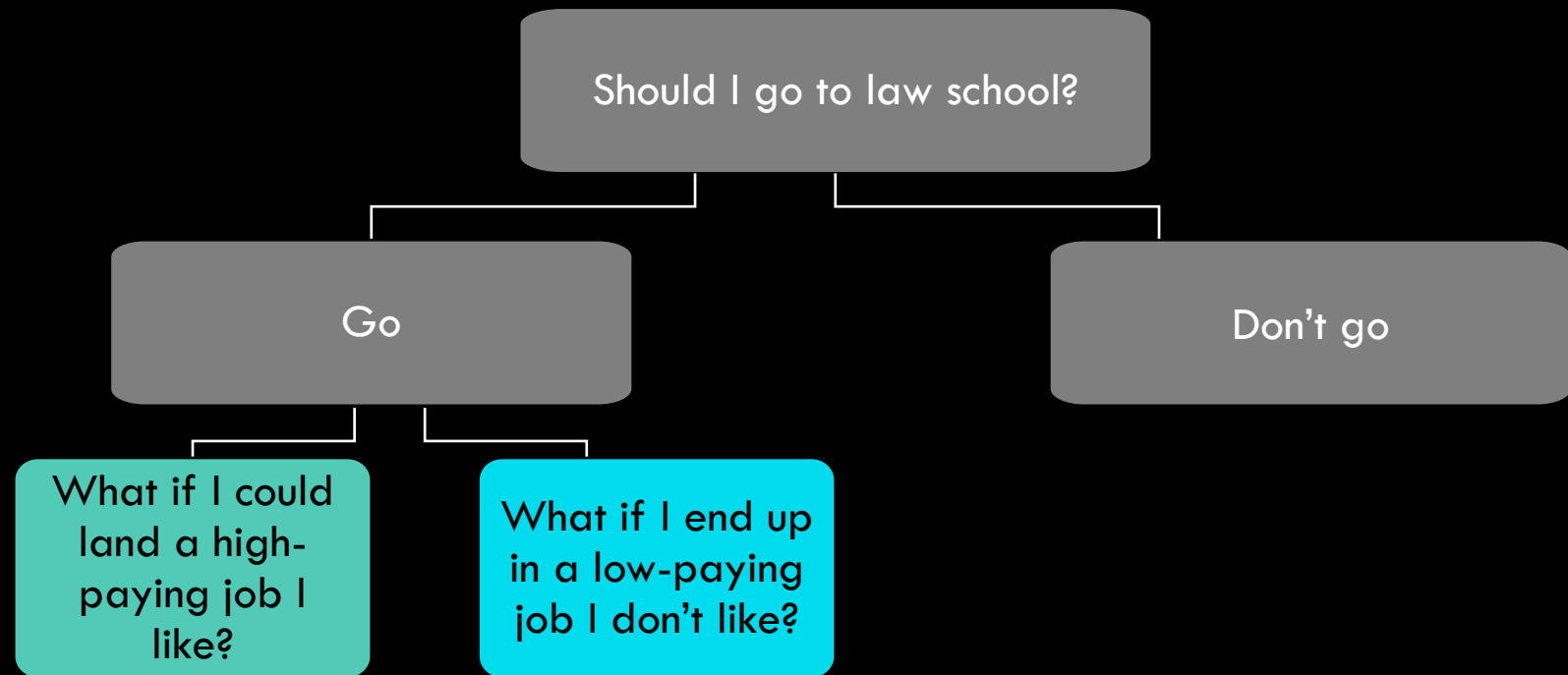




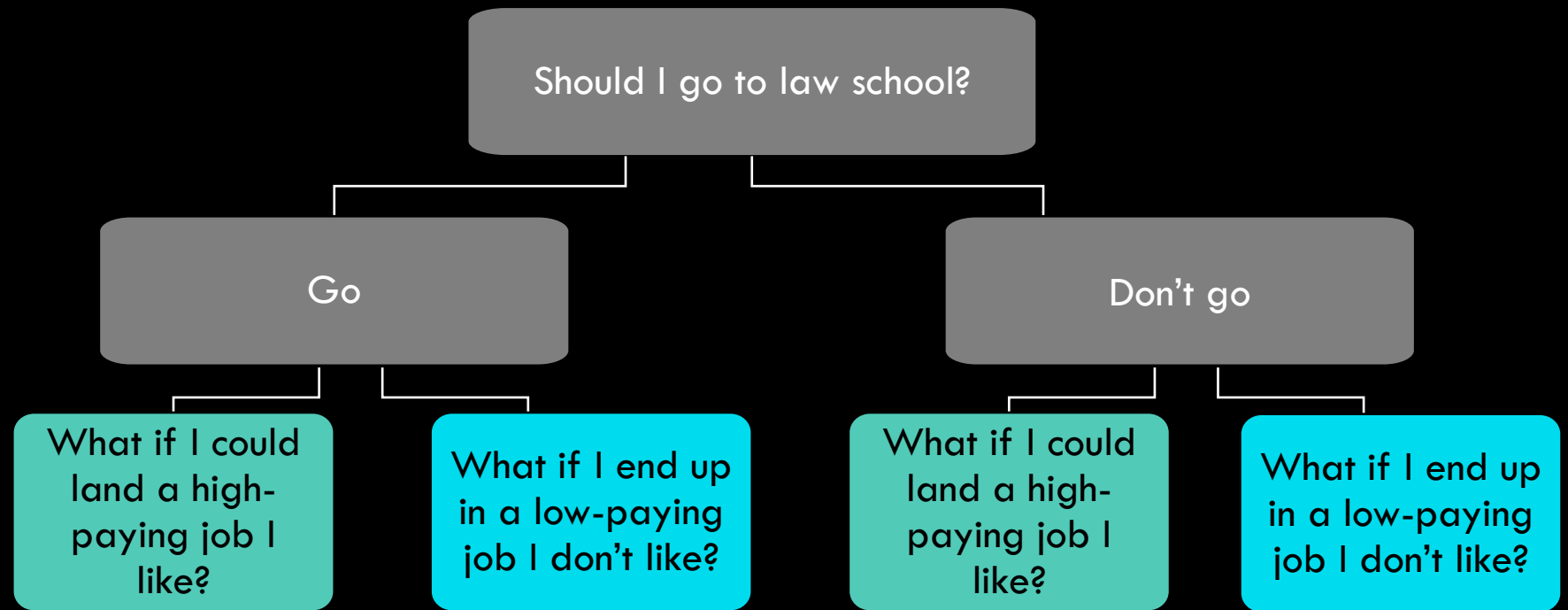
3

Identify possible future conditions.

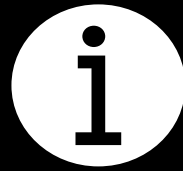
## Conditions



## Conditions



# Illusion of knowability



Is it possible to know what you need to  
know?



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4

Estimate likelihoods of possible future conditions.

Should I go to law school?

Go

Don't go

What if I could  
land a high-  
paying job I  
like?

What if I end up  
in a low-paying  
job I don't like?

*What are the  
chances?*

Conditions  
- and their  
likelihoods

# Availability



Are you relying only on available  
memories to tell you how likely  
something is?







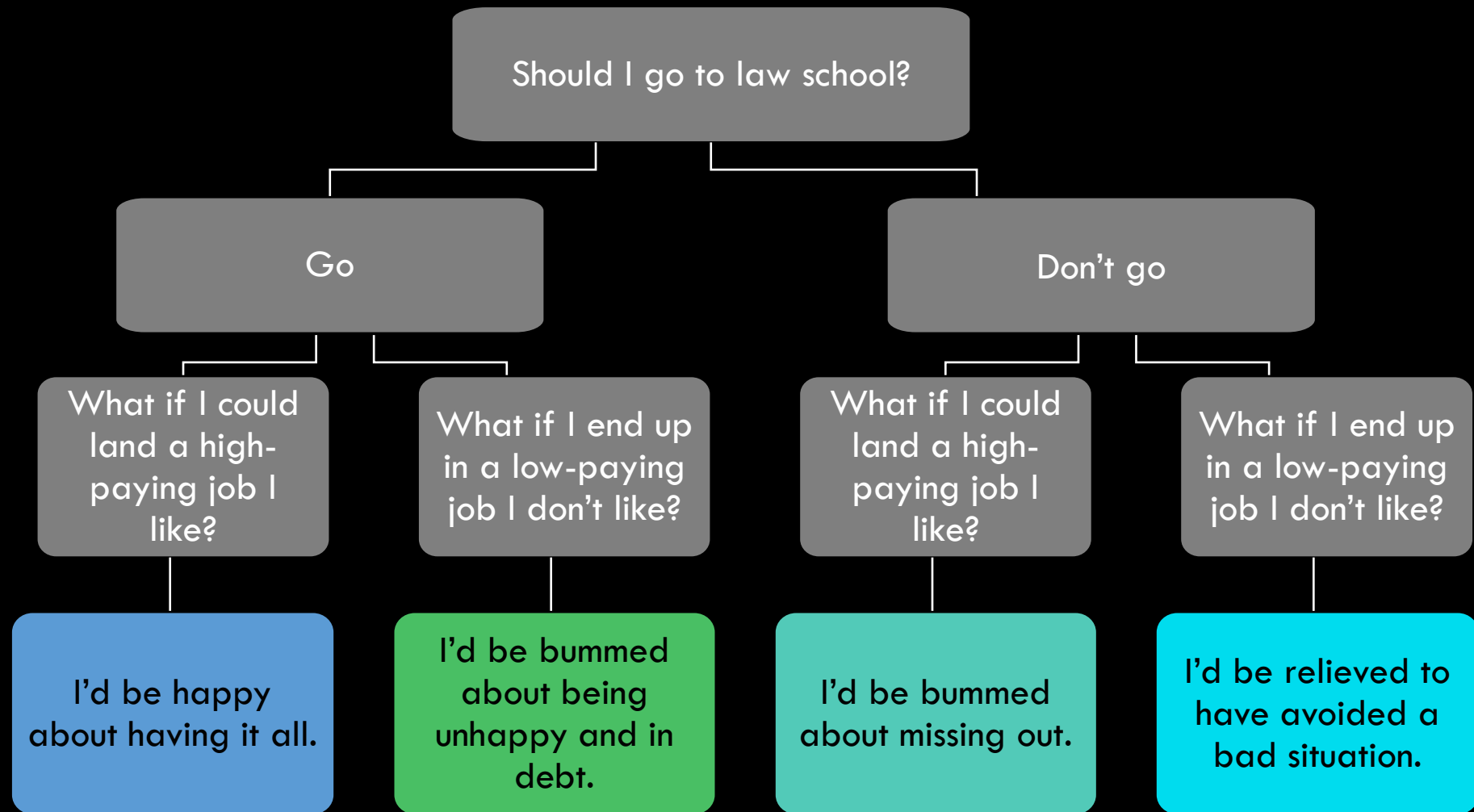
33%

of you use statistical analyses when  
making choices

# 5

Identify possible outcomes given each condition.

## Outcomes



# Attribution Error



Are you attributing the wrong  
causes to certain outcomes?

X

Y

X

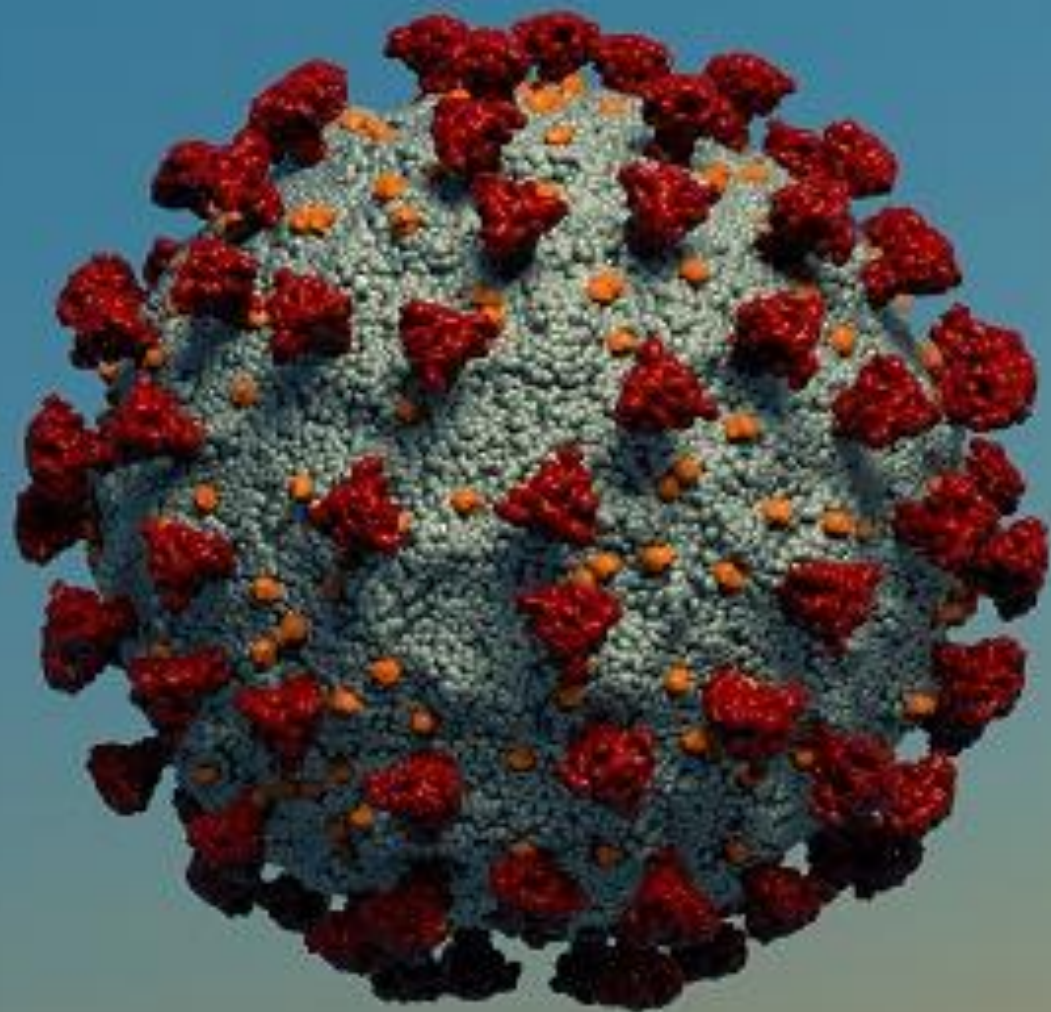
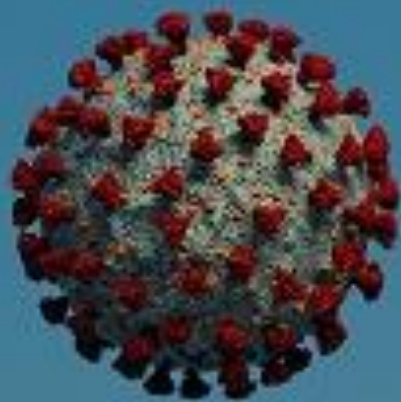


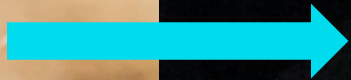
Y

X

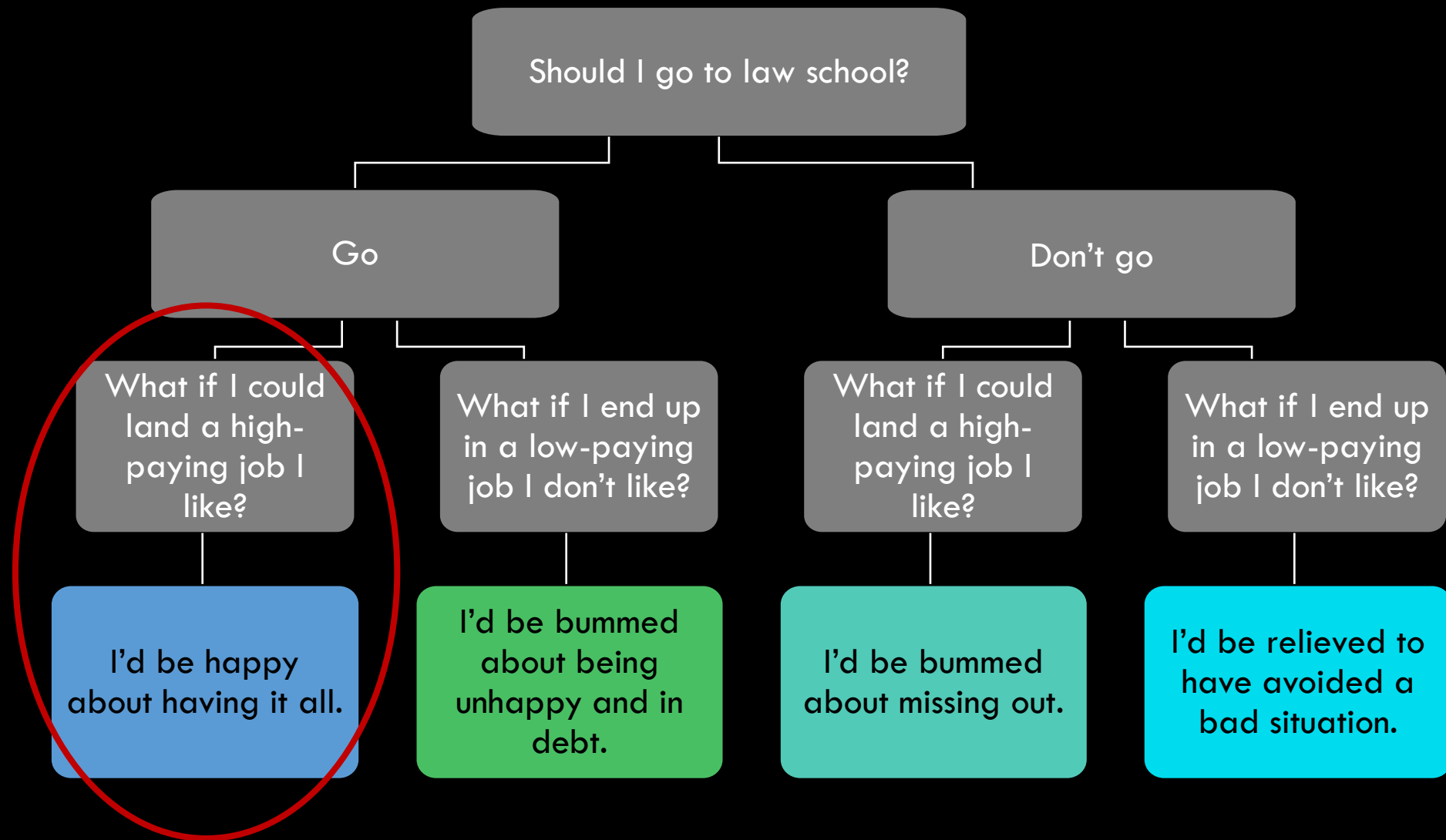
Y





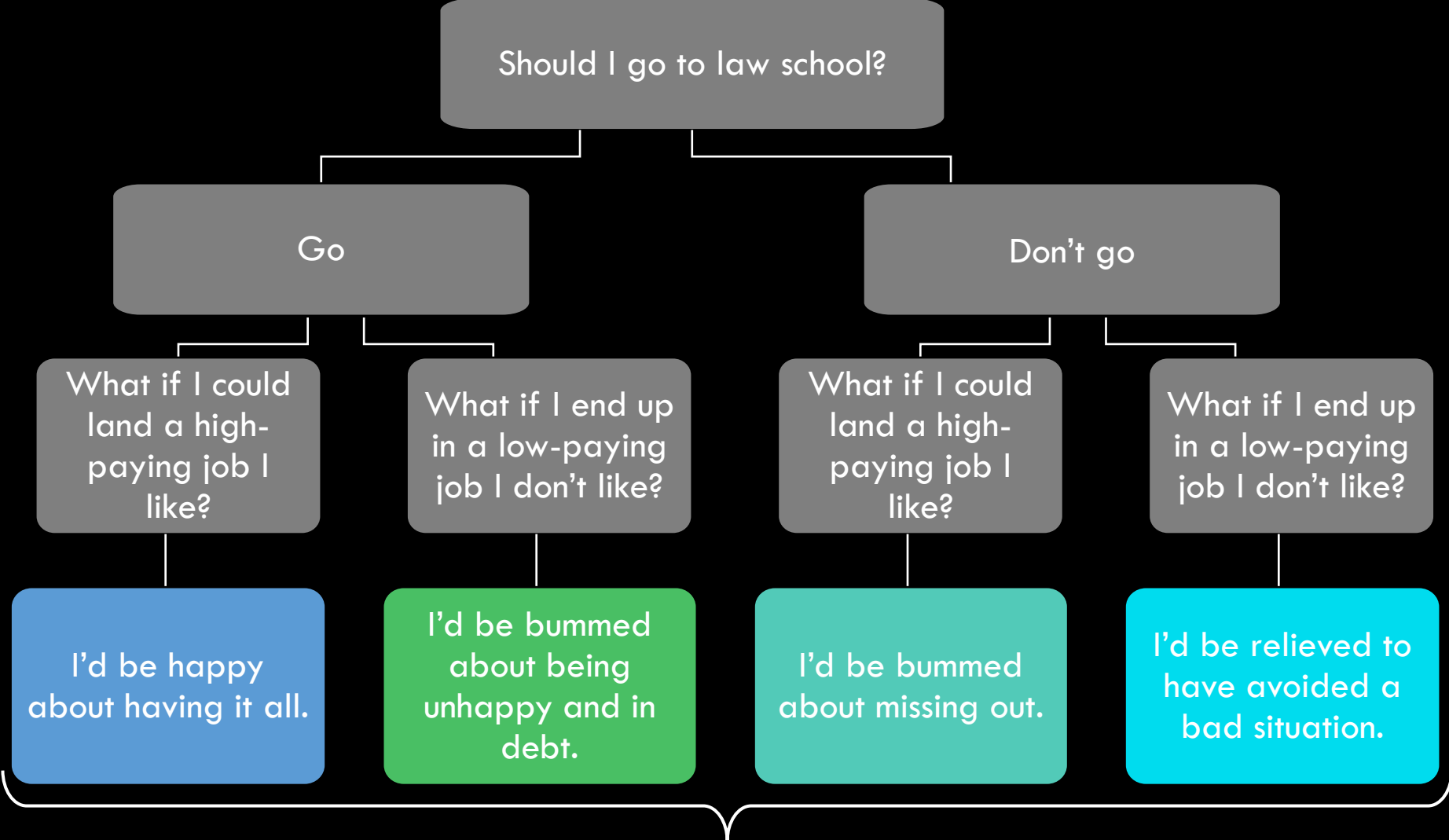


## Outcomes



6

Assign value to each possible outcome.



Outcomes  
- and their  
values

*How valuable is each to you?*

# Social Norms



Are norms telling you how valuable  
things should be to you?



# Identity



Are you swayed by what your decision  
might mean regarding who you are?





The big takeaways...

# Protect yourself from undue influence.

- Control your decision.
- Ask “What do I need to know?” and “How knowable is it?”
- Look beyond your recollections.
- Beware of false connections. Ask, “How sure am I?”
- Know when you can and should break the norms.
- Know when it matters to express what you stand for.

Meet me in the workshop!





THANK YOU.

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[www>YourNextDecsion.com](http://www>YourNextDecsion.com)