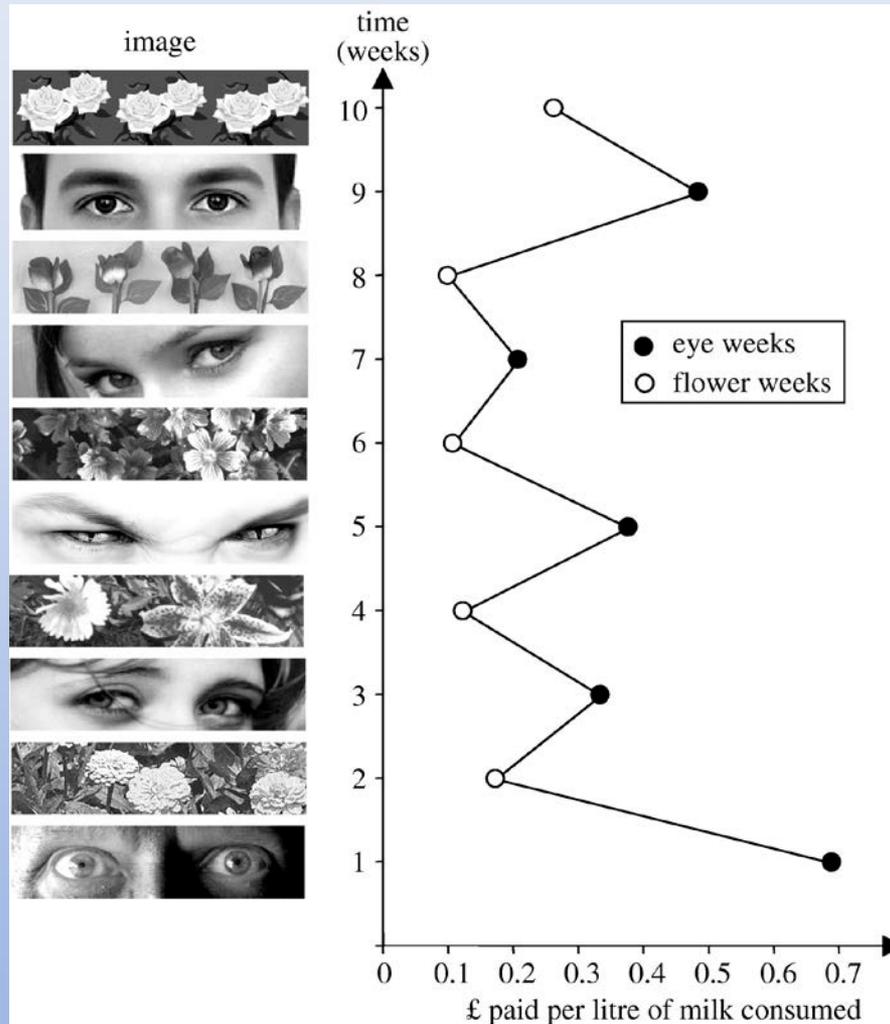


THINKING,  
FAST AND SLOW



DANIEL  
KAHNEMAN

# Pounds paid per litre of milk consumed as a function of week and image type.



Melissa Bateson et al. *Biol. Lett.* 2006;2:412-414

# Priming

**People cared twice as much about Rokia than the whole of Africa**

People who read about Rokia, a young girl from Mali and her personal circumstances and the help she had gained from Save the Children, gave \$2.38 compared with those who read statistics about the magnitude of the problems facing children in Africa who only gave \$1.14



# Lesson

- If you want to think critically, eat some glucose and induce some cognitive strain

# Lesson

- If you want a jury to think critically, you have to induce some sort of cognitive strain

# Lesson

- If you want the message to be believed, reduce cognitive strain
- **Mahatma Gandhi was born in 1867**
- *Mahatma Gandhi was born in 1872*

Want to seem smart? Don't use big words.

APPLIED COGNITIVE PSYCHOLOGY

*Appl. Cognit. Psychol.* **20**: 139–156 (2006)

Published online 31 October 2005 in Wiley InterScience

([www.interscience.wiley.com](http://www.interscience.wiley.com)) DOI: 10.1002/acp.1178

**Consequences of Erudite Vernacular Utilized Irrespective  
of Necessity: Problems with Using Long Words Needlessly**

DANIEL M. OPPENHEIMER\*

*Princeton University, USA*

# Want to seem smart? Don't use big words.

However, it seems that people's naïve theories of fluency tend to lead them to negatively associate complexity and intelligence. This has some interesting ramifications. The most straightforward of these is that authors should avoid needless complexity. As reported in the introduction of this paper, a vast majority of Stanford students use a strategy of complexity when writing papers and this is undoubtedly true at campuses and businesses across the country. However, this research shows that such strategies tend to backfire. This finding could be broadly applied to help people improve their writing, and receive more positive evaluations of their work.

Pennebaker and Lay (2002) have shown that people are more likely to use big words when they are feeling the most insecure.

# Create a rhyme

PSYCHOLOGICAL SCIENCE

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## Research Report

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### **BIRDS OF A FEATHER FLOCK CONJOINTLY (?): Rhyme as Reason in Aphorisms**

Matthew S. McGlone and Jessica Tofighbakhsh

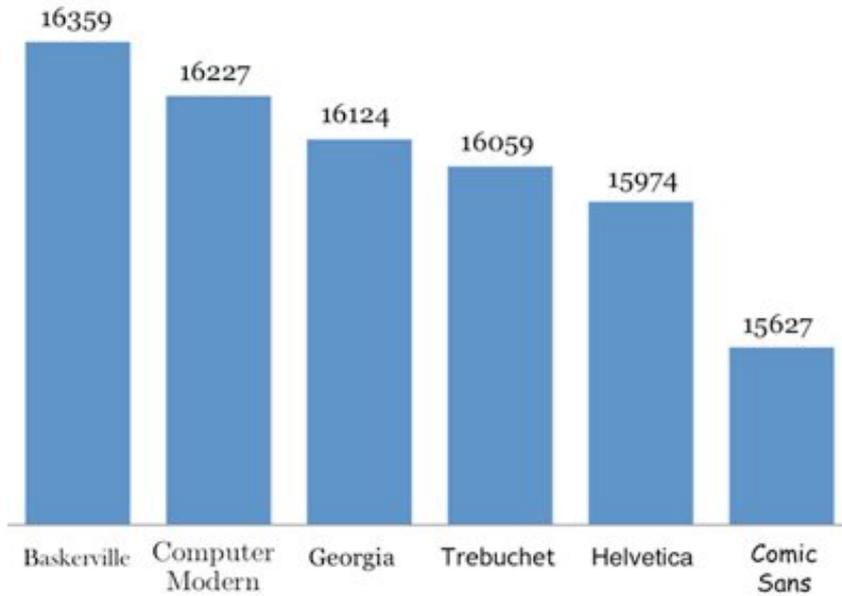
*Lafayette College*

**Table 1.** *Examples of the aphorism pairs*

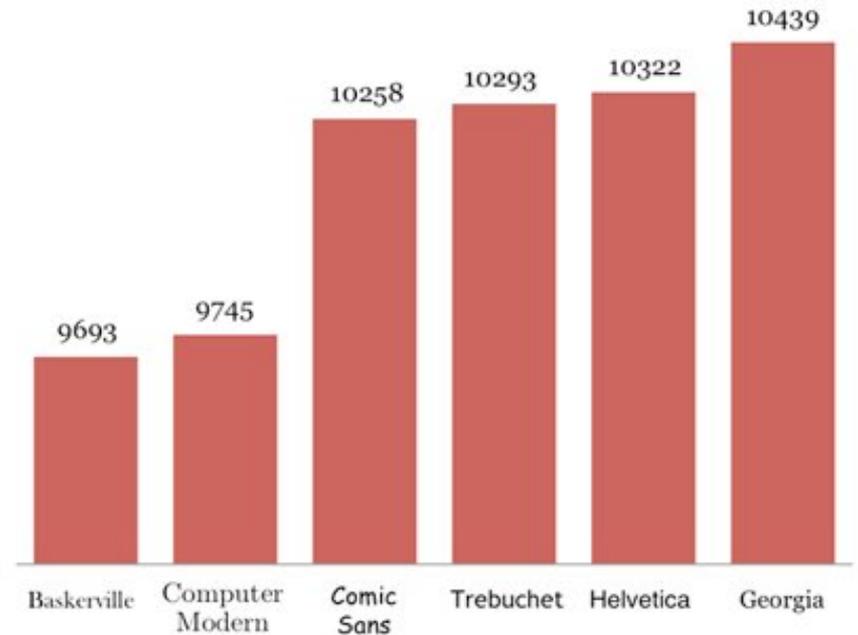
| Original version                           | Modified version                          |
|--------------------------------------------|-------------------------------------------|
| <i>Extant rhyming aphorisms</i>            |                                           |
| Woes unite foes.                           | Woes unite enemies.                       |
| What sobriety conceals, alcohol reveals.   | What sobriety conceals, alcohol un.masks. |
| Life is mostly strife.                     | Life is mostly struggle.                  |
| Caution and measure will win you treasure. | Caution and measure will win you riches.  |
| Variety prevents satiety.                  | Variation prevents satiety.               |

# Use the Right Font

## Weighted Agreement



## Weighted Disagreement



# Lesson

- “To derive the most useful information from multiple sources of evidence, you should always try to make those sources independent of each other.”

# Lesson

- A simple rule for meetings – before you discuss any issue have everyone make a quick note of their position. Otherwise the people that talk first are going to get too much influence.

# Heuristics

- Substituting an easier question for a tougher one
- “A simple procedure that helps find adequate, though often imperfect, answers to difficult questions.”

# Anchoring

ORGANIZATIONAL BEHAVIOR AND HUMAN DECISION PROCESSES 39, 84–97 (1987)

**Experts, Amateurs, and Real Estate: An Anchoring-and-Adjustment Perspective on Property Pricing Decisions**

**GREGORY B. NORTHCRAFT AND MARGARET A. NEALE**

*Department of Management and Policy, University of Arizona*

# Anchoring

Two conclusions seem warranted: (1) experts are susceptible to decision bias, even in the confines of their “home” decision setting, and (2) experts are less likely than amateurs to admit to (or perhaps understand) their use of heuristics in producing biased judgments. It remains an open question whether experts’ denial of the use of listing price as a consideration in valuing property reflects a lack of awareness of their use of listing price as a consideration, or simply an unwillingness to acknowledge publicly their dependence on an admittedly inappropriate piece of information.

# Lesson

- Jurors may not know what influenced them

# Anchoring



10% Off - Sale

No Limit → 3.5 cans per customer



Limit 12 Per Customer → 7 cans per customer



# Lesson

- Be the first to make an offer

# Lesson

- If the other side makes a ridiculous offer – walk away

My advice to students when I taught negotiations was that if you think the other side has made an outrageous proposal, you should not come back with an equally outrageous counteroffer, creating a gap that will be difficult to bridge in further negotiations. Instead you should make a scene, storm out or threaten to do so, and make it clear—to yourself as well as to the other side—that you will not continue the negotiation with that number on the table.

# Availability

- An heuristic that occurs when people make judgments about the probability of events by the ease with which the examples come to mind.

# Availability

## Journal of Experimental Psychology: Human Learning and Memory

VOL. 4, No. 6

NOVEMBER 1978

### Judged Frequency of Lethal Events

Sarah Lichtenstein, Paul Slovic, Baruch Fischhoff,  
Mark Layman, and Barbara Combs  
Decision Research, A Branch of Perceptronics  
Eugene, Oregon

| Event One        | Event Two               |
|------------------|-------------------------|
| Strokes          | Accidental Deaths       |
| Tornadoes        | Asthma                  |
| Lightning        | Botulism                |
| Disease          | Accidental Death        |
| Accidental Death | Diabetes (“the sugars”) |

# Availability

| Event One        | Event Two               | Participants Deemed More Likely                  | Actual Results               |
|------------------|-------------------------|--------------------------------------------------|------------------------------|
| Strokes          | Accidental Deaths       | Accidental Death                                 | Strokes<br>(2x as likely)    |
| Tornadoes        | Asthma                  | Tornadoes                                        | Asthma<br>(20x as likely)    |
| Lightning        | Botulism                | Botulism                                         | Lightning<br>(52x as likely) |
| Disease          | Accidental Death        | Equal                                            | Disease<br>(18x as likely)   |
| Accidental Death | Diabetes (“the sugars”) | Accidental death<br>(estimated 300x more likely) | Diabetes<br>(4x as likely)   |

# Lesson

- Eliminate people that believe in intuition from your juries



# Lesson

- Make it more difficult for people to smoothly access the information

# Lesson

- Make it more difficult for people to smoothly access the information

# Lesson

- Ask the easier question in jury selection.

# Outcome Bias

Journal of Personality and Social Psychology  
1988, Vol. 54, No. 4, 569–579

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0022-3514/88/\$00.75

## Outcome Bias in Decision Evaluation

Jonathan Baron  
University of Pennsylvania

John C. Hershey  
Department of Decision Sciences  
University of Pennsylvania

# Lesson

- If there is an outcome in the case, you had better be prepared to carefully explain the decision