



**fedoruk
works**



Why Smart Managers Make Bad Decisions—And How to Fix It

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The confidence people have in their beliefs is not a measure of the quality of evidence but of the coherence of the story that the mind has managed to construct

D. Kahneman





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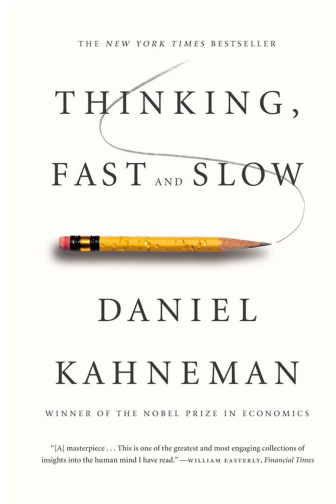


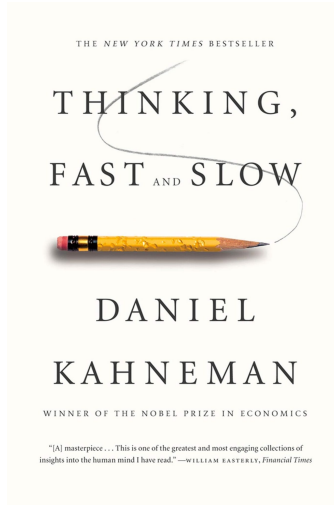
How do you rate the initial decision?



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	System 1	System 2
<i>Speed</i>	Fast	Slow
<i>Type</i>	Intuitive, emotional	Analytical, rational
<i>Strength</i>	Efficient, quick responses	Thoughtful, deliberate
<i>Weakness</i>	Prone to bias and error	Mentally taxing



Chapter 1. Hiring

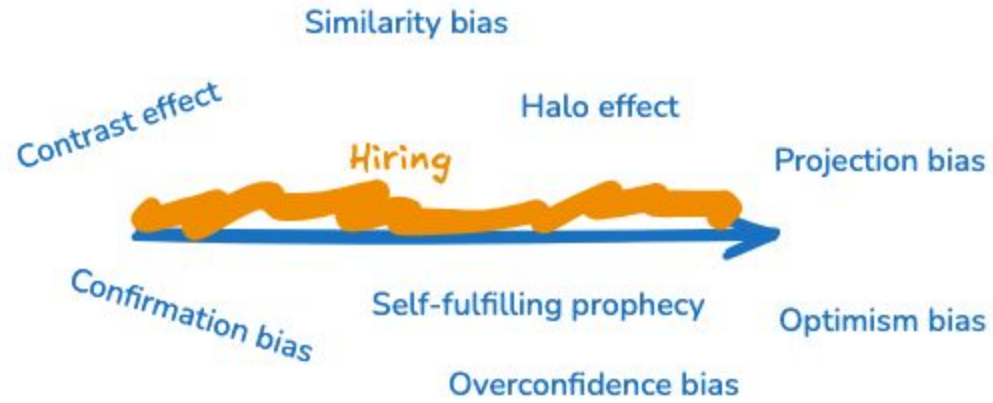
- Overestimating someone's abilities based on a single positive attribute.
- Seeking information that confirms existing beliefs.
- Favoring those with similar backgrounds or values.
- Overestimating one's ability to evaluate talent.
- Initial impressions set the tone...



... and for a candidate too!

- Answering questions in a way that is seen as favorable rather than truthful.
- Overestimating the likelihood of positive outcomes.
- Assuming others think, work, and value things the same way you do.
- Evaluating the opportunity relative to previous experiences rather than its objective value.

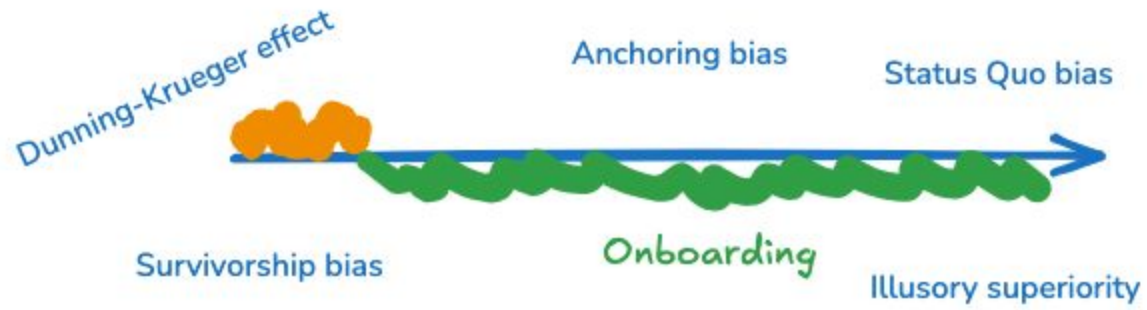




Chapter 2. Onboarding

- Overestimating the one's competence
- Relying too heavily on the first piece of data encountered
- Believing one's to be above average
- Focusing only on successful outcomes while ignoring those that failed or are no longer visible
- Preferring for existing practices and resistance to change....





Chapter 3. Daily work

- Underestimating time and cost for future tasks.
- Continuing a project due to already invested resources.
- Overweighting recent or emotionally charged experiences.
- Favoring action over inaction—even when doing nothing is wiser.
- Considering the situation unique...







What to do



Awareness

Some practical strategies



- Use structured interviews and evaluation rubrics.
- Have multiple interviewers provide independent evaluations.
- Standardize processes (like onboarding)
- Ask questions
- Get data-informed
- Engage more people
- Reflect often

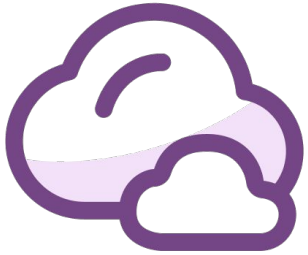


Conclusion

- Cognitive biases are not something you can avoid. It is something you should learn to leave with.
- Expand your cognitive biases vocabulary. Warned means armed.
- Talk to trusted people. Discuss your observations and practice.



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What is the one thing you take from the session?



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Questions?



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