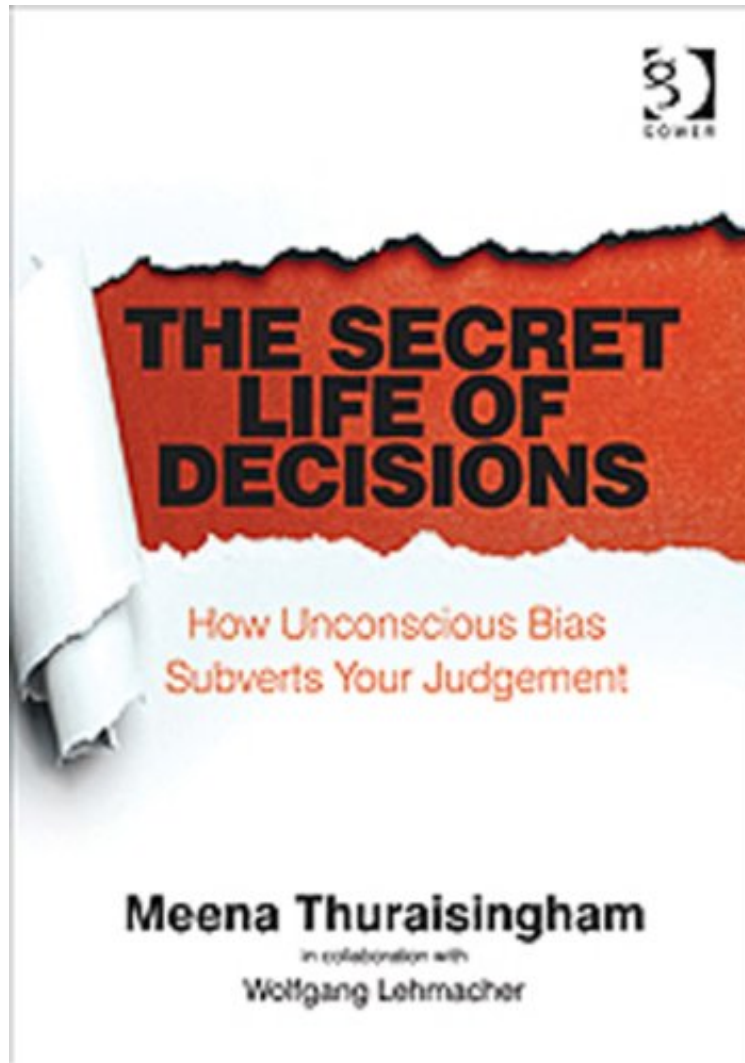


The Secret Life of Decisions: How Unconscious Bias Subverts Your Judgement

Meena Thuraisingham

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Meena Thuraisingham : The Secret Life of Decisions: How Unconscious Bias Subverts Your Judgement before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Secret Life of Decisions: How Unconscious Bias Subverts Your Judgement:

1 of 1 people found the following review helpful. A poorly researched effort. By C. Belack This is a poorly researched book as can be seen from the limited end-chapter bibliographies. There isn't even a full bibliography at the end of the book. With all of the work that has been done on bias in human decision making, one would expect a much more thoroughly researched and annotated effort. For instance, two noted psychologists, Daniel Kahneman and Amos

Tversky, did extensive research on bias in judgement under risk - not a single mention of their work in the book. That makes me wonder if the author of this book ever read their work or just didn't bother to include it as a reference. As one who has reviewed pre-released books for other publishers, I'm particularly astonished that Gower, the publisher, didn't pick up on any of this before publishing it. It's now safely in the trash bin, never to pollute the minds of anyone who enters my office.

0 of 0 people found the following review helpful. Practical tips for a critical leadership skill

By Josie Gibson, Director, Pourquoi

This book is a must-read for leaders and anyone interested in how to maximise positive outcomes from group endeavours. As someone who has worked in large and small organisations and with senior executives as a peer and coach, I've seen countless examples of poor decision-making in strategy, investment and resource allocation, talent management and countless other facets of organisational life. It can cost executives and businesses dearly and undermine the confidence of key stakeholders. Done with rigour and transparency, decision-making is a powerful tool to build cohesion and momentum. In 'The Secret Life of Decisions', the authors distil many decades of experience and expertise into a practical well-researched guide to this critical leadership skill.

The Secret Life of Decisions exposes the unchallenged myths and distortions that impact our reasoning ability, raising our awareness of the many traps we can fall into. Meena Thuraisingham and her collaborator, Wolfgang Lehmacher, have drawn from decades of work with leaders showing that even the most talented leaders and teams can end up making sub-optimal decisions. This is rarely because they had poor critical thinking faculties but rather because they did not pay enough attention to the often invisible traps hardwired into our thinking processes, letting through only information that conforms with our current beliefs, mental models and expectations. This leaves many leaders and businesses exposed.

This book is an essential read for developing and seasoned executives who have to work through high stakes decisions. It treats choosing wisely and the thinking involved as a skill that can be improved with the guided practice and supporting tools provided here. The journey however starts with awareness that comes from

outing the

secret

forces that can sabotage the quality of our decisions.

'No executive gets all decisions right. The secret of business success is increasing the number of good decisions while accepting that some of your decisions will be wrong. The framework in this book will without doubt help you get more decisions right than before.'

Giam Swiegers, Chief Executive Officer, Deloitte Australia

'Why do leaders often get decisions wrong? What can you do to make better decisions? Integrating case examples and business experience with research evidence this book skilfully addresses these two central questions and provides clear frameworks to enable effective decision making.'

Rob Goffee, Emeritus Professor of Organisational Behaviour, London Business School, UK

'Ever sat back and asked yourself - "why did I make the same bad decision, not once but twice?" I wish I'd read Meena Thuraisingham's insightful book earlier in my career - perhaps it would have saved me from myself on those occasions!'

Andy Street, Managing Director of John Lewis and Chairman of the Greater Birmingham Local Enterprise Partnership

Written with great clarity Meena exposes and analyses the many traps and prejudices that influence the decision making process and hence the outcome. Absolutely essential reading for any student of management and leadership and a very useful guide for any professional with decision making responsibilities.'

Marcel Kreis, Chairman, Credit Suisse Private Banking, Asia Pacific

About the Author

Meena Thuraisingham is an organisational psychologist and runs a niche consulting practice, TalentInvest. She has a career that spans 30 years working and consulting with global companies in organisational effectiveness and leadership development. She is also an accredited executive coach and works with top teams and individual executives to improve board and top team effectiveness. She has authored several papers and bestselling books.

Wolfgang Lehmacher is Partner at the global strategy boutique CVA. He has over 20 years of experience in senior management and was President and CEO of GeoPost Intercontinental and member of the Board of GeoPost, the parcel holding of French La Poste. He is currently involved in several start-ups in Europe and Asia and has spoken at the World Economic Forum.