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**U.S. AIR FORCE**

#SGP17

# Overcoming the Two Major Dysfunctions of Decision- Making

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# Livingston Update



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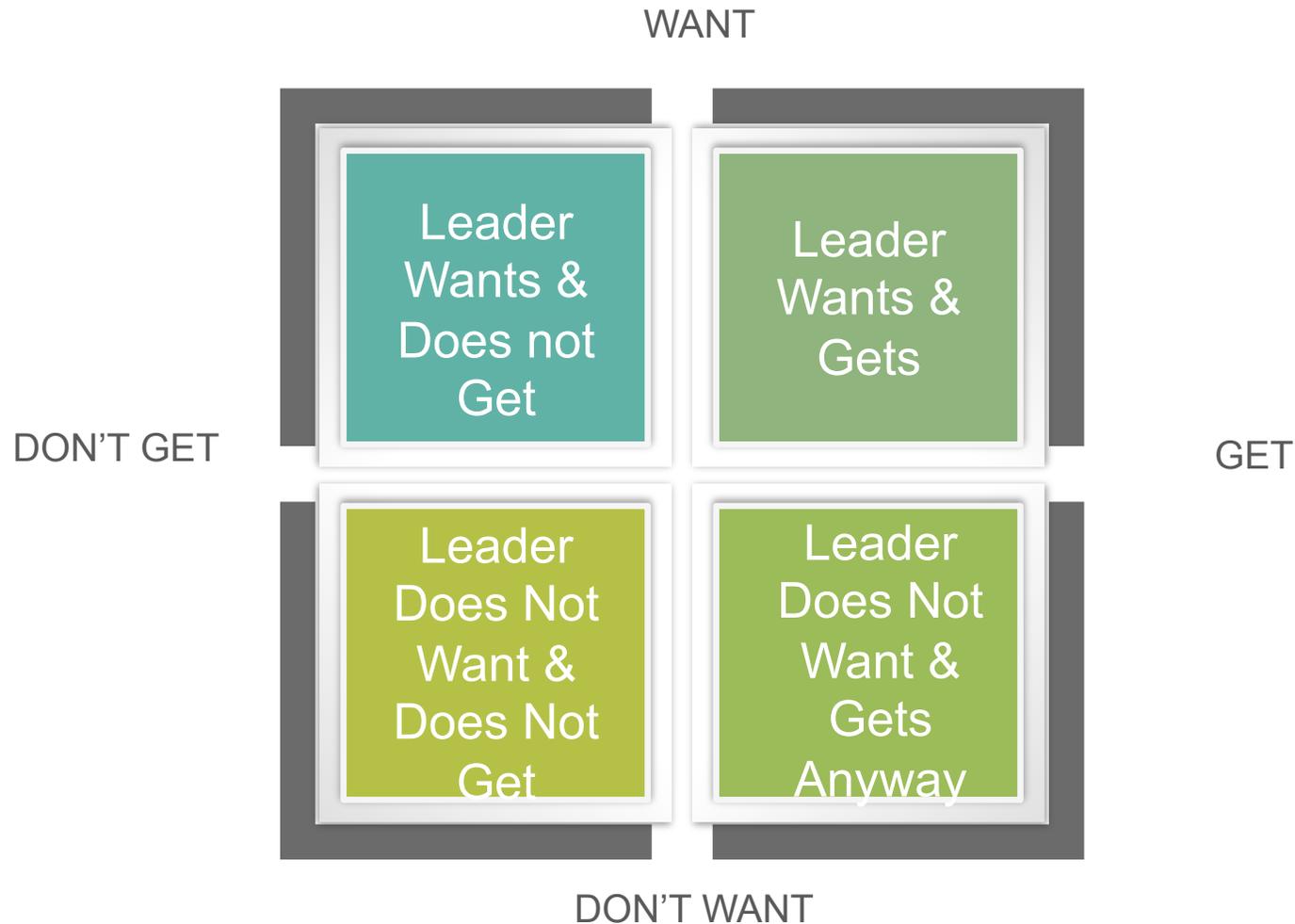


# Dysfunction #1: Super Chickens



# Overcoming Dysfunction

## #1: Cultural Change Quadrant



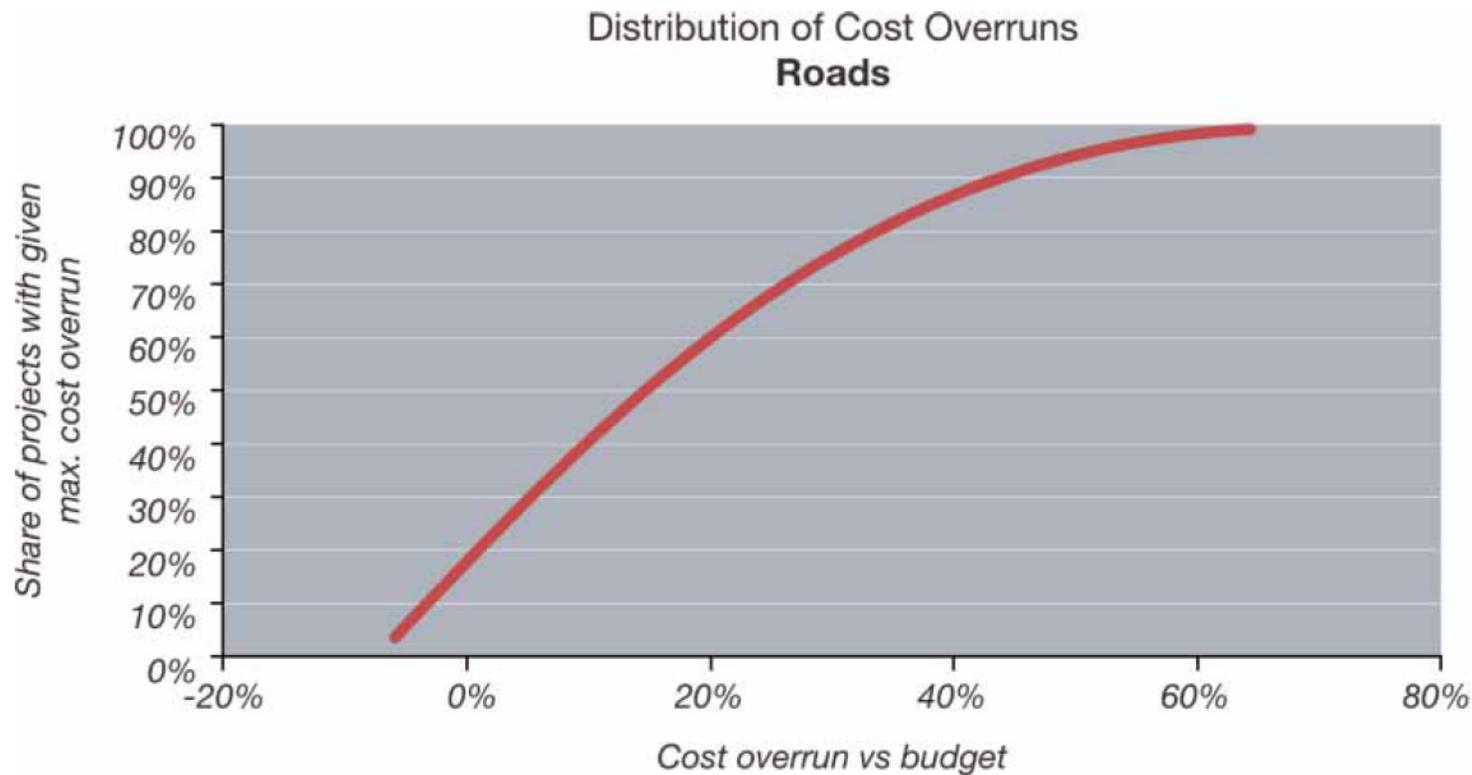
# Overcoming Dysfunction #1: Not Delivering to Expectation

- Balanced Decision-making
- Stakeholder Engagement
- Shared Visual Understanding
- Learning and Improvement
- Team Collaboration
- Informed Commitment



# Dysfunction #2: Optimism Bias

*Curbing Optimism Bias and Strategic Misrepresentation in Planning*



# Overcoming Dysfunction #2

## The Outside View

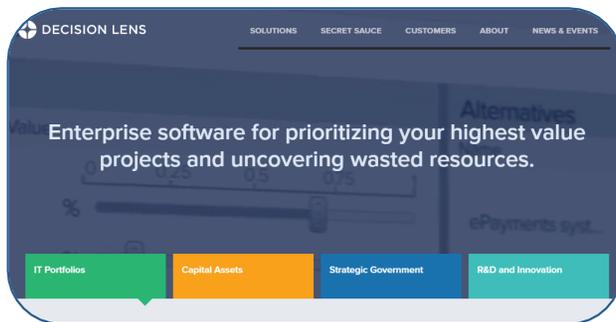
- Select a Reference Class
- Assess the Distribution of outcomes
- Make an intuitive prediction of your decision in the distribution
- Assess the reliability of your prediction
- Correct the intuitive estimate



# Thank You!

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**For More Information on Portfolio Prioritization**



Engage with Decision Lens  
[decisionlens.com](http://decisionlens.com)



Check Out the Demo  
Videos on YouTube  
[youtube.com/DecisionLens](http://youtube.com/DecisionLens)

