



# FIVE SOURCES OF UNTAPPED POWER

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**POWER #1:**  
TAKING ANOTHER'S  
PERSPECTIVE

# Example (from U.S. News & World Reports)

- Question: If someone sues you and you win the case, should that person pay your legal costs?
  - *Percentage of respondents who answered yes:*  
85%
- Question: If you sue someone and you lose the case, should you pay that person's legal costs?
  - *Percentage of respondents who answered yes:*  
??%

# Example

- Question: If someone sues you and you win the case, should that person pay your legal costs?
  - *Percentage of respondents who answered yes:*  
**85%**
- Question: If you sue someone and you lose the case, should you pay that person's legal costs?
  - *Percentage of respondents who answered yes:*  
**44%**

***What changed?***

# What does perspective taking do?

- Uncovers blind spots
- Reduces ego-centrism and perception that others are biased, wrong, or immoral
- Understand others' preferences
  - *helps in negotiation*
  - *Writing proposals and grants*

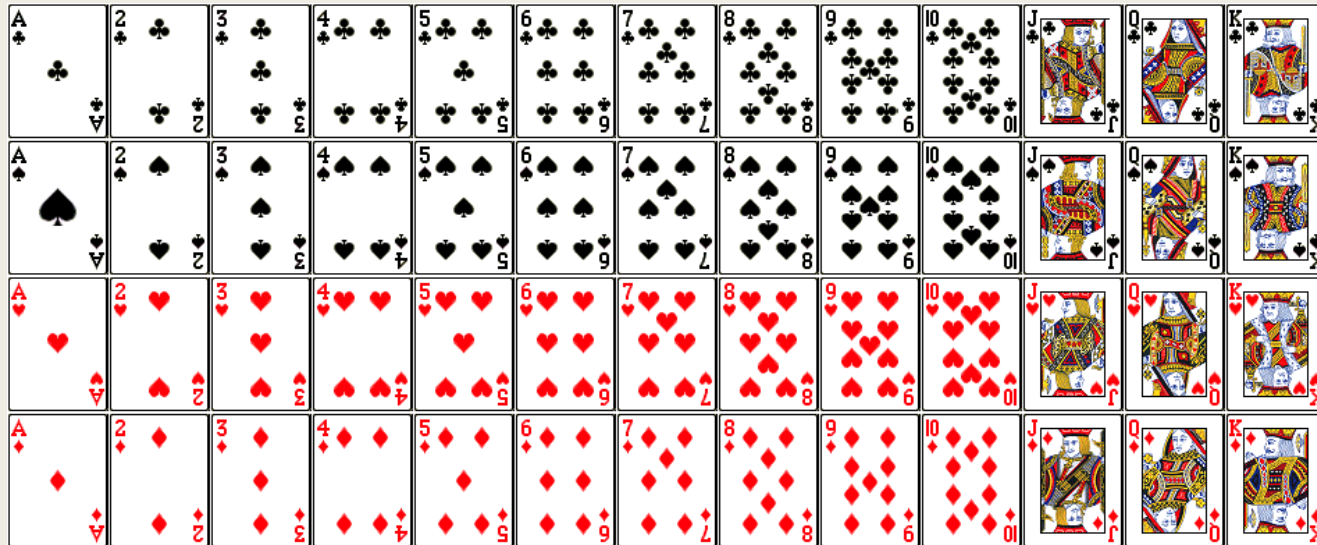
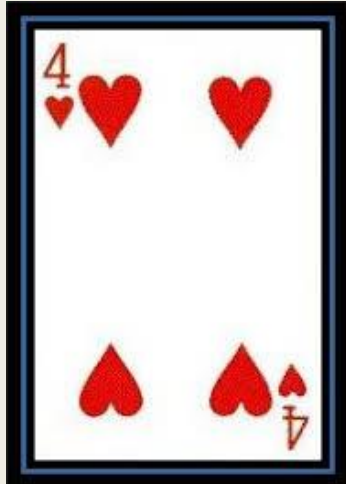
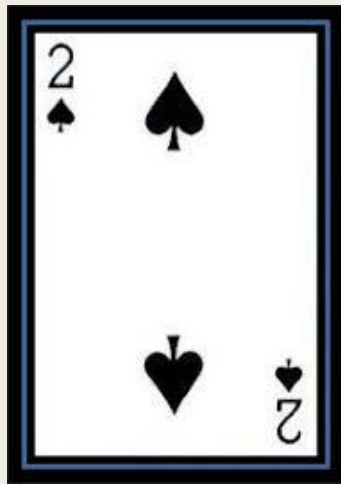
# How to Engage in Perspective Taking

- Go through the process yourself
- Role play the competition
- Defend the opposite
- Do a post decision review- ask your partner what drove their decision-making
- Make sure your partners communicate their perspective to you



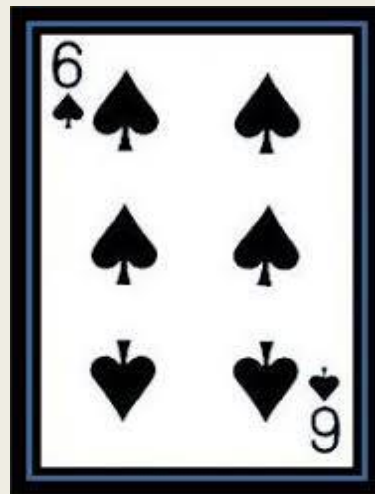
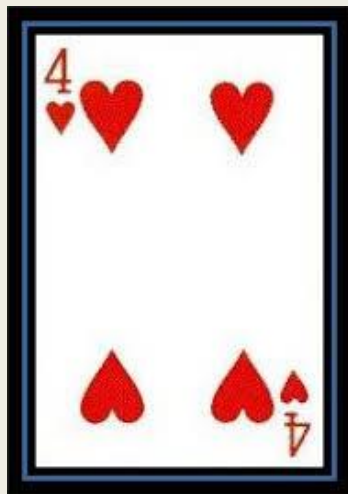
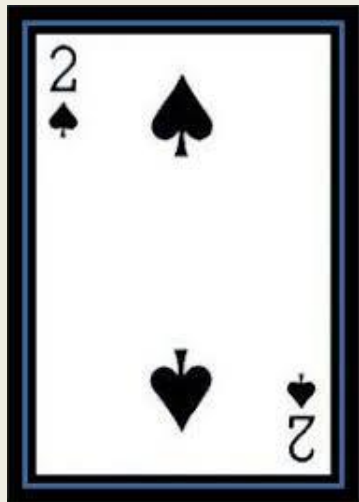
**POWER #2:**  
**DISCONFIRMING  
QUESTIONS**

# Example

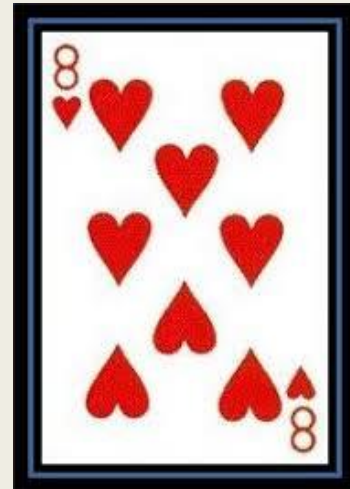
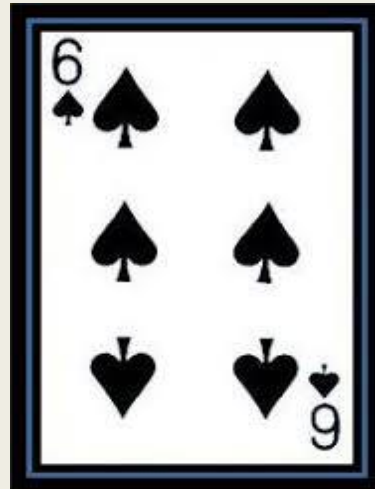
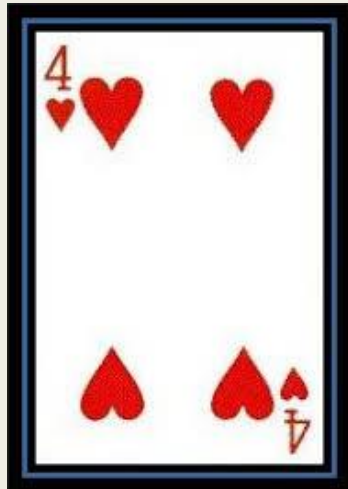
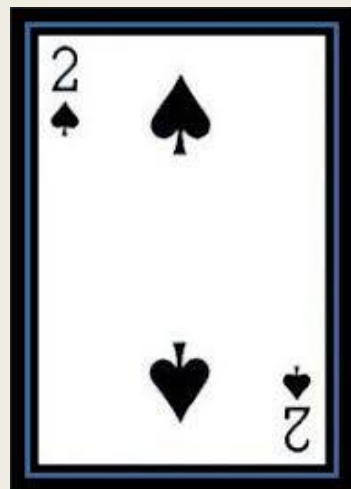




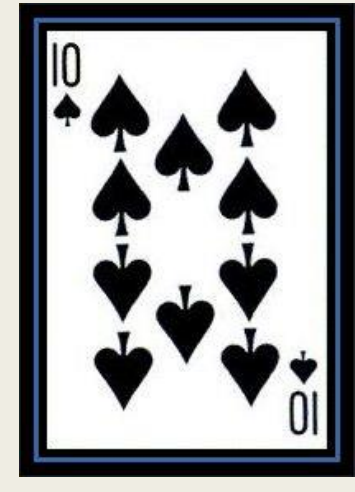
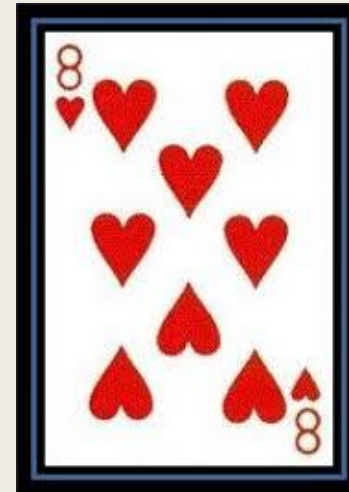
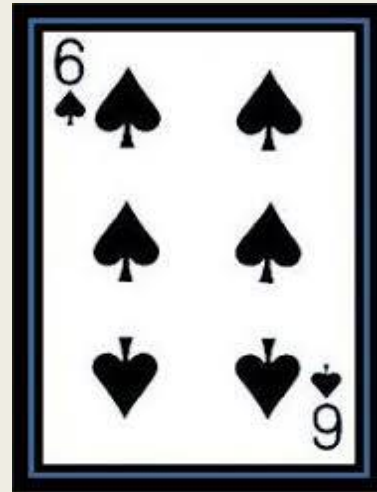
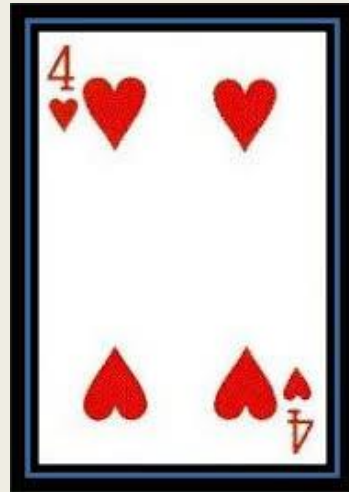
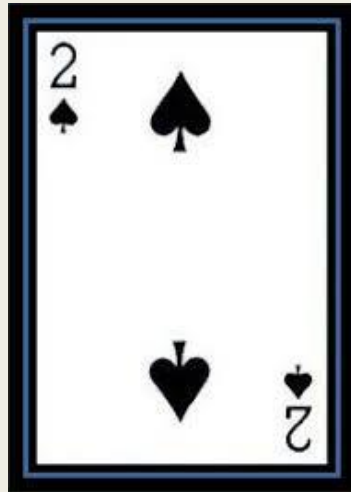
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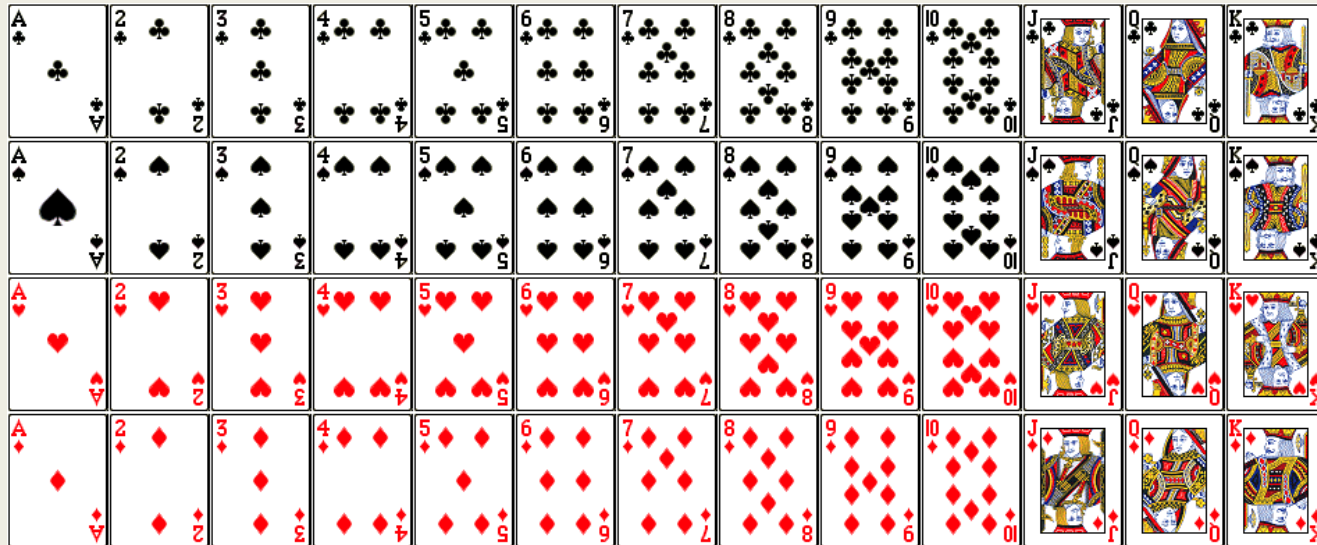
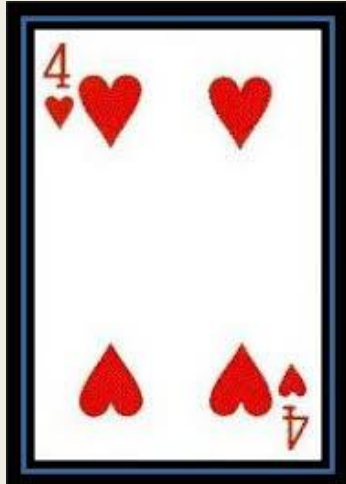
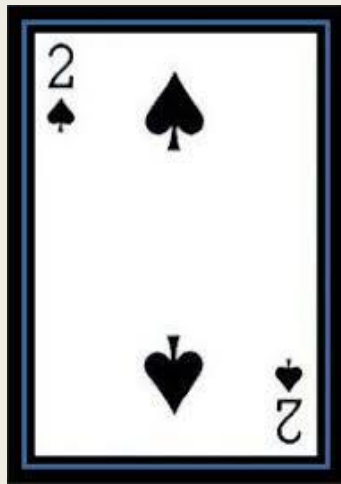
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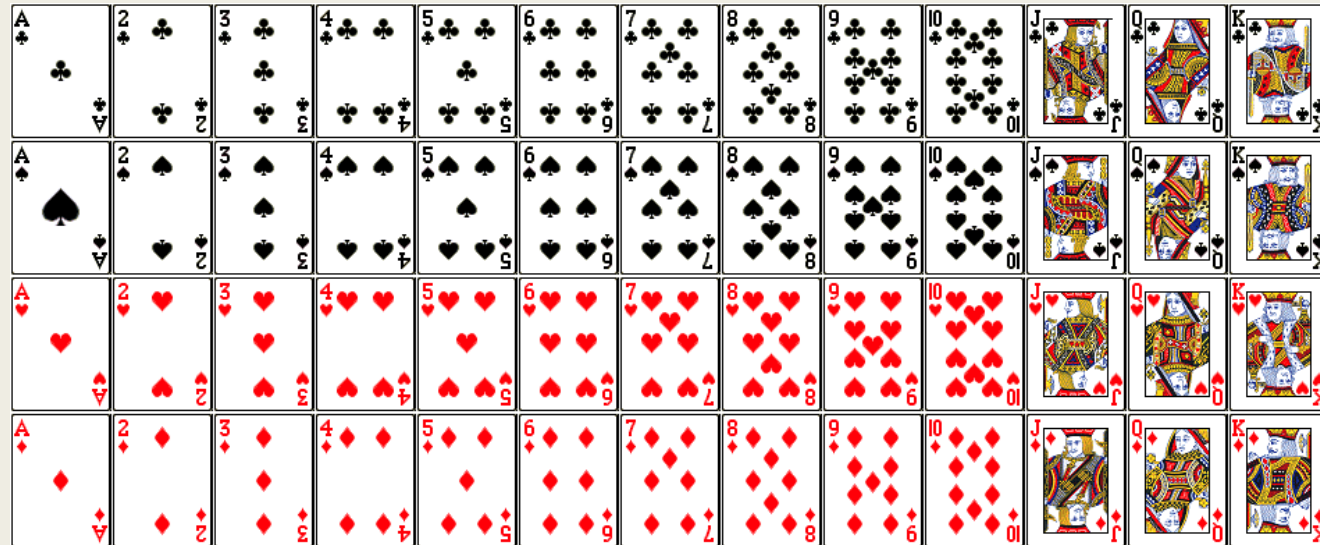
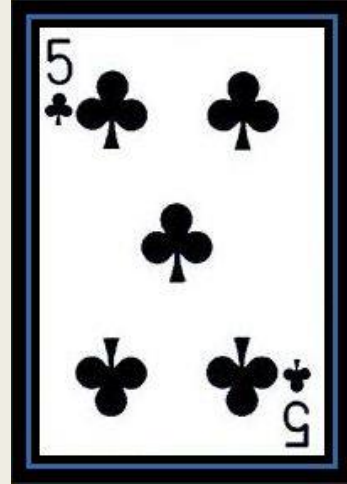
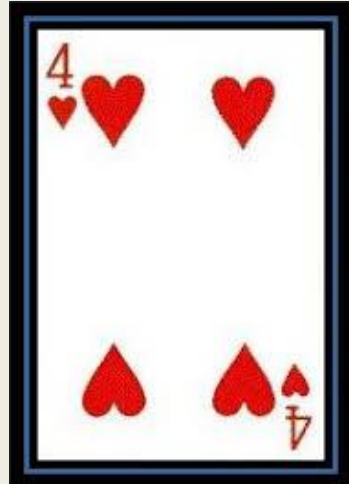
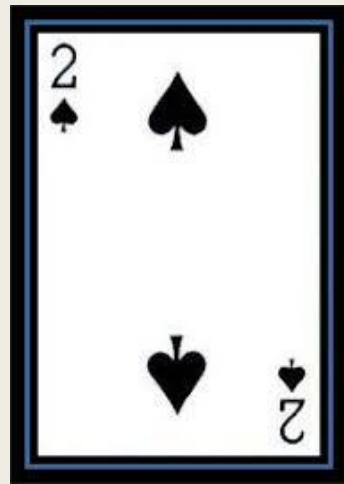
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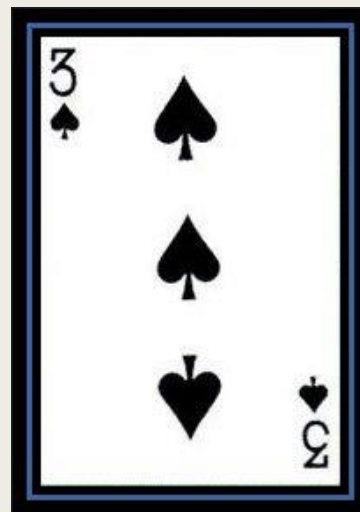
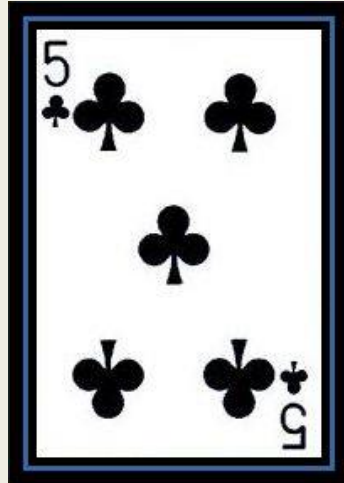
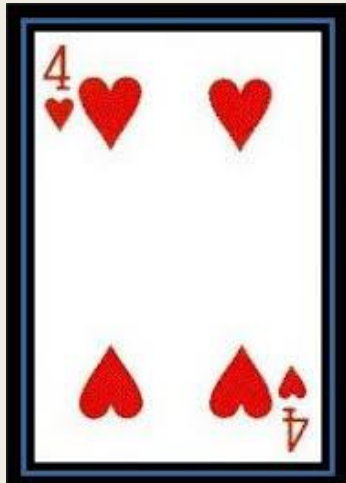
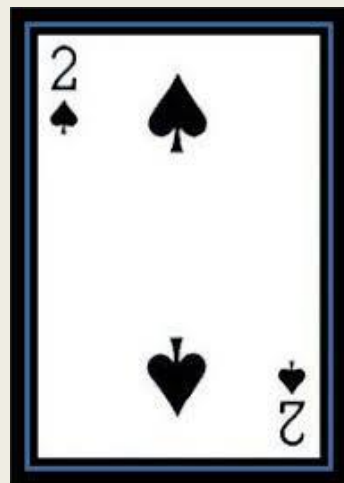
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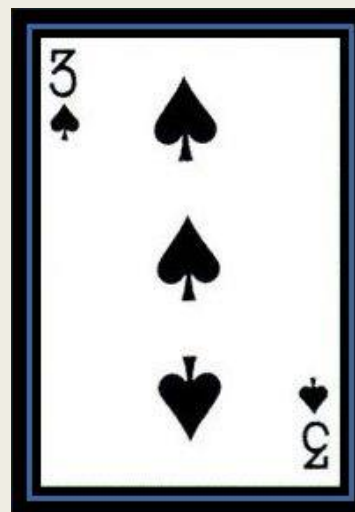
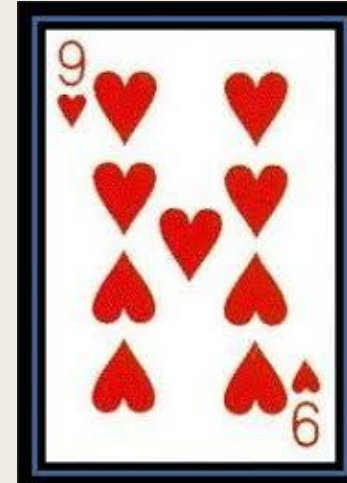
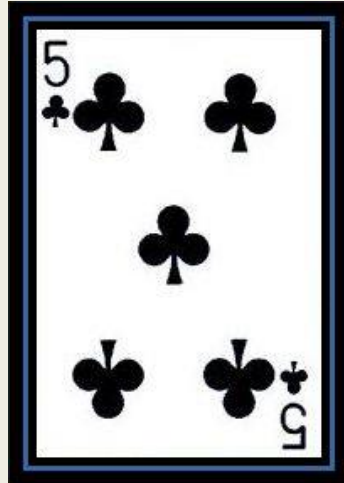
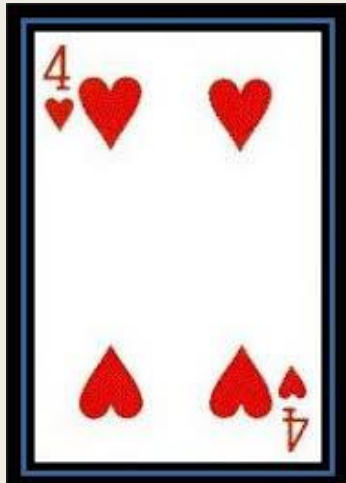
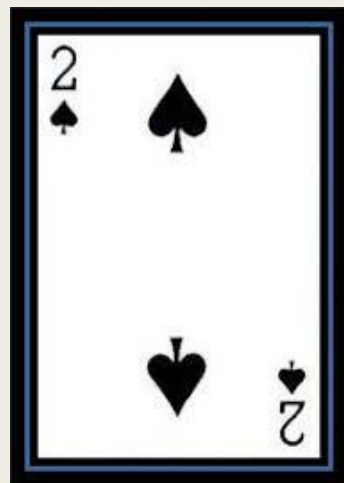
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# Example



# Example



# What happens when you ask disconfirming questions?

- Reduction of the confirmation bias
- “Confirmation bias is probably the single biggest problem in business.” -Lovallo
- Strategic advantage in terms of information gathering
- Overconfidence is reduced
- Blind spots and biases are reduced



# How to ask disconfirming questions?

- What would prove me wrong?
- Consider several options simultaneously (multitrack)
- What's the worse that could happen?
- Pretend your decision failed, now do a “post mortem” and explain why it failed
- Prepare to be wrong
- “What would have to be true for this option to be the right answer?”
- Make a mistake: test your assumptions by doing the opposite



**POWER #3:**

**EMPHASIZING THE  
OVERLOOKED**




- Do more words have k as the first letter or third letter?

# Vividness bias

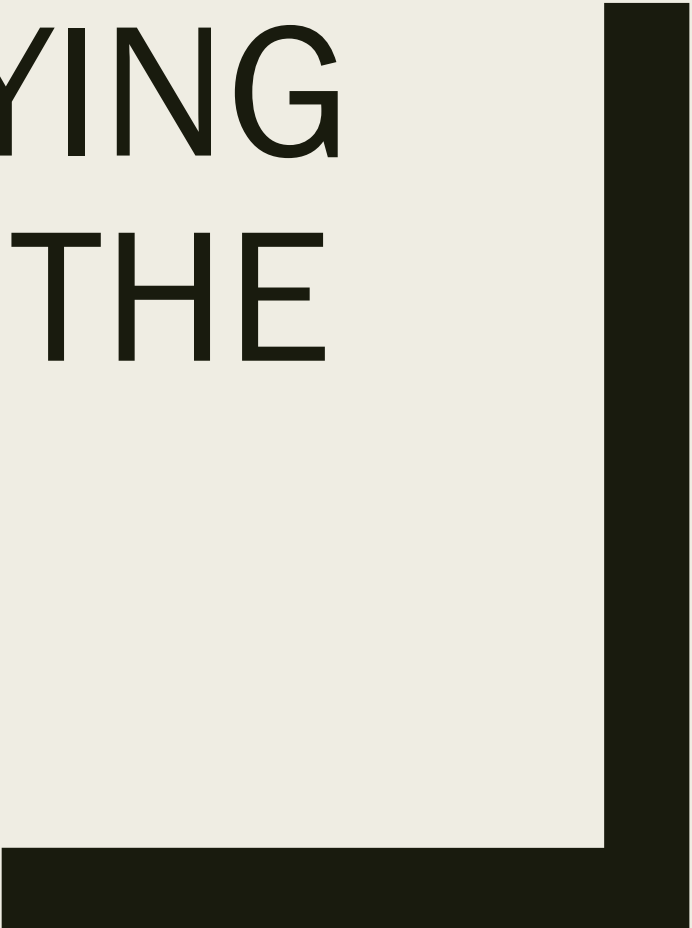
- Vivid information has a greater effect on decision-making and negotiation
- Price often dominates negotiations and decision-making
- Duller or harder to visualize information gets ignored (time to completion, complexity of implementation)
- Opportunity costs are undervalued

# Overcoming the vividness bias

- Strong rubrics with several categories
- Create a scoring system
- Beware of the power of anecdotes over statistics
- Use base rates to avoid overemphasizing vividness and own inside perspective

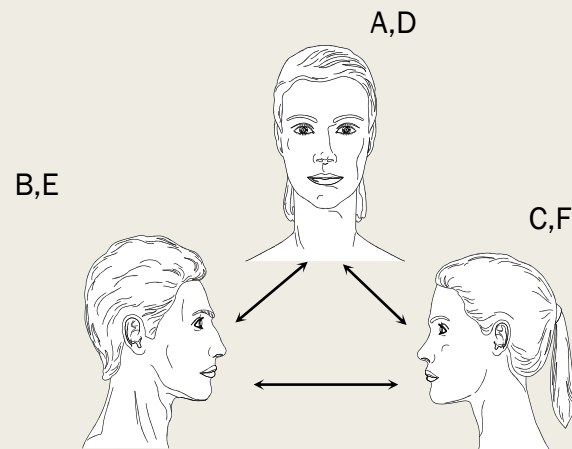


**POWER #4: PAYING  
ATTENTION TO THE  
UNKNOWN**

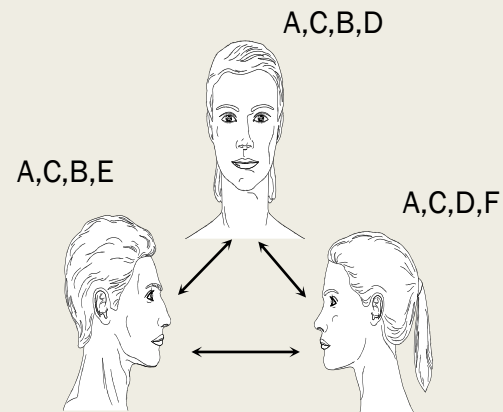


# What is shared and unshared information?

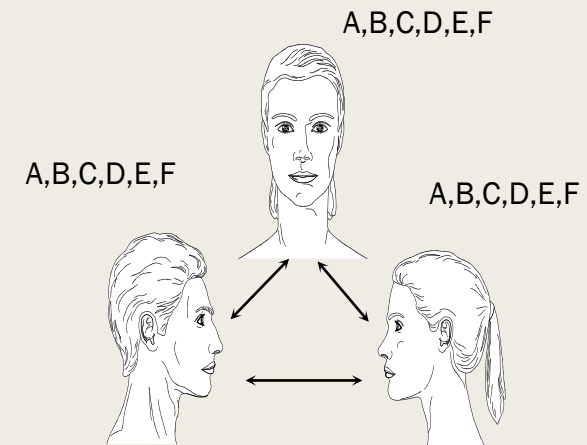
## *Three Possible Initial-Distribution Conditions*



No overlap of information  
between three people



A, C: Common to all three people  
B, D: Shared by two people  
E, F: Unique to one person



All information fully-shared  
by all three people.

# Bias for shared information in group decision making

- Shared information can be validated
- Shared information makes us feel smart and competent
- Shared information often supports everyone's decision-making
- Anyone can mention shared information



# How to listen to unshared information?

- Emphasize the expertise of the person with unshared information
- Use a leader or facilitator who is focused on integrating information
- Create an atmosphere where members feel safe bringing up new information
- Reduce status differences
- Frame the new information as “advice”
- Emphasize critical decision-making over easily reaching consensus



**POWER #5:**  
**UNCOVERING  
BLINDSPOTS**

Imagine....

A.) Buy these \$120 shoes

B.) Not buy these shoes

Imagine....

A.) Buy these \$120 shoes

B.) Not buy these shoes. Keep the \$120 for other purchases.

# What are your boundaries and what do they prevent you from seeing?

- Blind spot- the inability to see high relevant and available information because it is outside of your boundaries
- Narrow framing
- Whether or not thinking
- Put opportunity costs in boundaries

# How to reframe?

- Do a frame audit- identify your boundaries and what you are excluding
- Ask for someone's else's frame
- Make opportunity costs salient
- *You cannot choose your current option- now what would you do?*



**THANK YOU!**

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