

Mindful of your Stakeholders' Minds

Behavioural considerations for an Enterprise Architect

Avoid the Mind Games

Bandwagon Effect
 Stakeholders can become heavily influenced and biased as a result of other vocal members in a group.

M1, M4

Normalcy Bias
 Stakeholders may be reluctant to take into account the impact of a risk that has not previously occurred, consistently underestimating the potential impact.

M2

Duration Neglect
 Stakeholders when recalling positive or negative experiences fail to recall duration. They therefore may bias their experience on the basis of memorable events.

M2

Ambiguity Effect
 Comparing a complete option against an option with uncertainty (perhaps incomplete), stakeholders will tend to favour the option with the more certain outcome.

M3

IKEA Effect
 Stakeholders may bias their value judgements in favour of ventures they have invested their own labour into (rather than options "not invented here").

M1-3

Next-in-line Effect
 A speaker is less likely to recall the words of others who spoke immediately prior to them.

M4

Framing Effect
 Stakeholders may bias their views on the basis of whether a choice is framed in a positive or negative way.

M3

Confirmation Bias
 Stakeholders can become more entrenched on emotionally charged issues by favouring or interpreting new information in a biased way to support their beliefs.

M5

Availability Heuristic
 Stakeholders may hold certain information as more important if it is backed up by something they can recall (i.e. if it can be recalled - it must be important)

M1, M5

Decoy Effect
 When comparing options, the introduction of an additional inferior choice (a decoy), that has one aspect significantly worse than the original options, will result in a stakeholder using that aspect to bias the decision making between the original options.

M3

Illusion of Truth Effect
 Stakeholders are more likely to identify as true, statements they have heard before.

M1

Planning Fallacy
 Stakeholders will consistently underestimate the size of tasks even when relevant historical performance states otherwise.

M2

Escalation of Commitment
 Stakeholders may become biased towards increasing investment in a course of action they are already invested in (potentially "throwing good money after bad").

M5

Reactive Devaluation
 Stakeholders may have a tendency for bias against proposals from people they do not get on with.

M1, M4



Hindsight Bias
 When looking back at an event, stakeholders tend to see the event as having been entirely predictable, despite them not necessarily predicted it! (the more negative the event the stronger the effect).

M5

Overconfidence Effect
 Stakeholders may be significantly overconfident in their subjective judgements (when compared against objective measures).

M5

7% Boost

300% Boost

11% Boost

70% Overcommit

20-50% error rate

- 1 Train/improve critical/analytical thinking
- 2 Force consideration of alternatives
- 3 Decrease reliance on memory
- 4 Encourage objective decision making (cost/benefit - risk/reward)
- 5 Ensure information is presented in a consistent manner
- 6 Reduce size/time pressure for decision making, allowing time for reflection

Beware of...

- 1 "Gut Feeling"
- 2 People using these tips to prejudice a decision

Mitigations

- M1 - Pre-socialise material in smaller groups
- M2 - Provide multiple interpretations/representations
- M3 - Ensure consistency in presenting information
- M4 - Consider seating plan
- M5 - Remain focused on facts/keep conversation objective

Framing Effect Example

Framing	Treatment A	Treatment B
Positive	"Saves 200 lives"	"A 33% chance of saving all 600 people, 66% possibility of saving no one."
Negative	"400 people will die"	"A 33% chance that no people will die, 66% probability that all 600 will die."

600 people contract a deadly disease. Two treatments proposed, 72% of sample choose Treatment A when phrased positively, 22% when framed negatively

Decoy Effect Example

Introduction of Option C in Set 2 frames storage as the most desirable factor

Set	A	B	C
Set 1	Price \$400	\$300	
Set 2	Price \$400	\$300	\$450
	Storage 30GB	20GB	25GB

Focalism Example

Quickly (5 seconds) estimate which is greater:
 a). 8x7x6x5x4x3x2x1
 b). 1x2x3x4x5x6x7x8
 Sample group (median) guess for a) was 512, for b), 2,250

Source: Wikipedia

"About the author"
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