How to make **good** and **difficult** decisions

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29th of June 2017 – DevOpsDays Amsterdam

Introduction

About NETWAYS

- Focused on Datacenter Solutions
- Open Source Service & Support
- Based in Nuremberg, Germany

Loving Open Source since 1995

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About Me

- CEO @ NETWAYS
- Co-Founder of Icinga
- DevOpsDays Core Member

@gethash

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Do I have the **qualification** to talk about that?

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Of course!

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How many decisions do we

make in an average **day**?

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35,000

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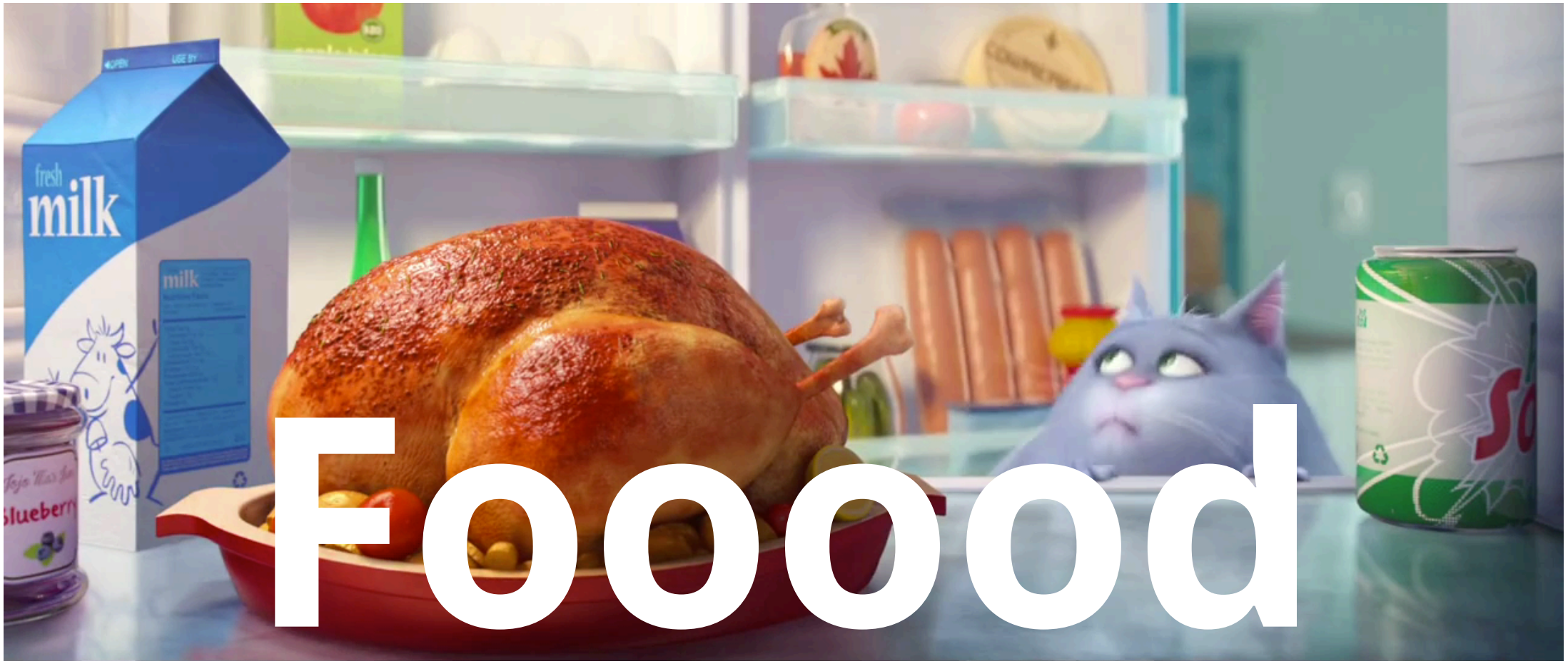
https://go.roberts.edu/leadingedge/the-great-choices-of-strategic-leaders



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Choices

To decide means to

make choices

There are **easy** and **hard** choices

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In an **easy choice** one alternative

is better

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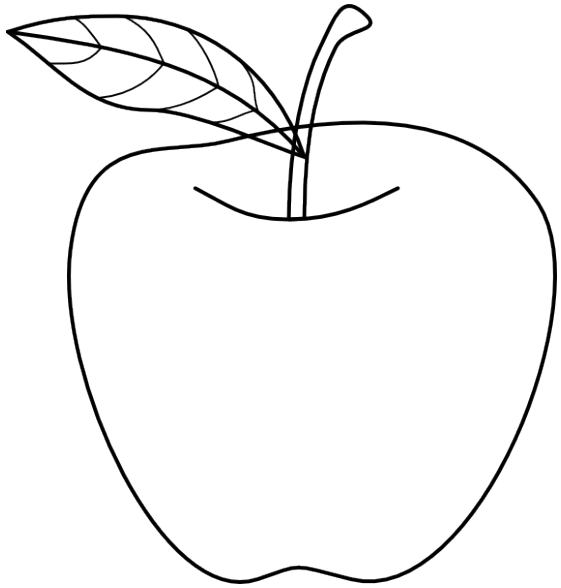

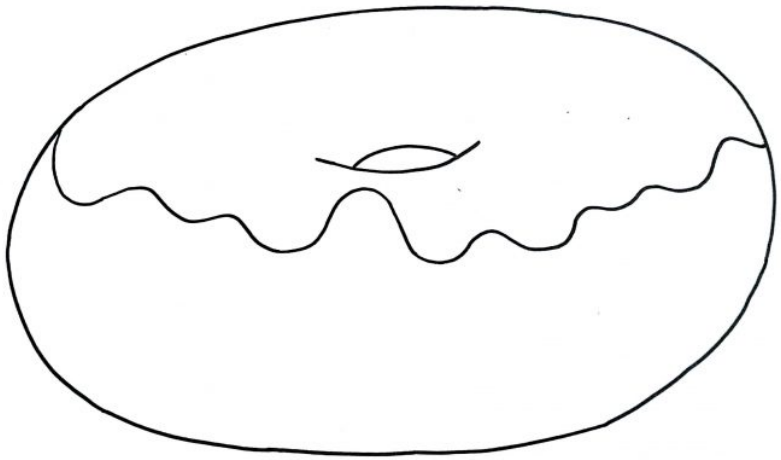

Hard choices have **advantages** and

disadvantages in different perspectives

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Hard choices are hard because

there is **no best option**

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If technical **comparisons** like more, less,

or equal don’t work it is a **hard decision**.

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How to make good choices

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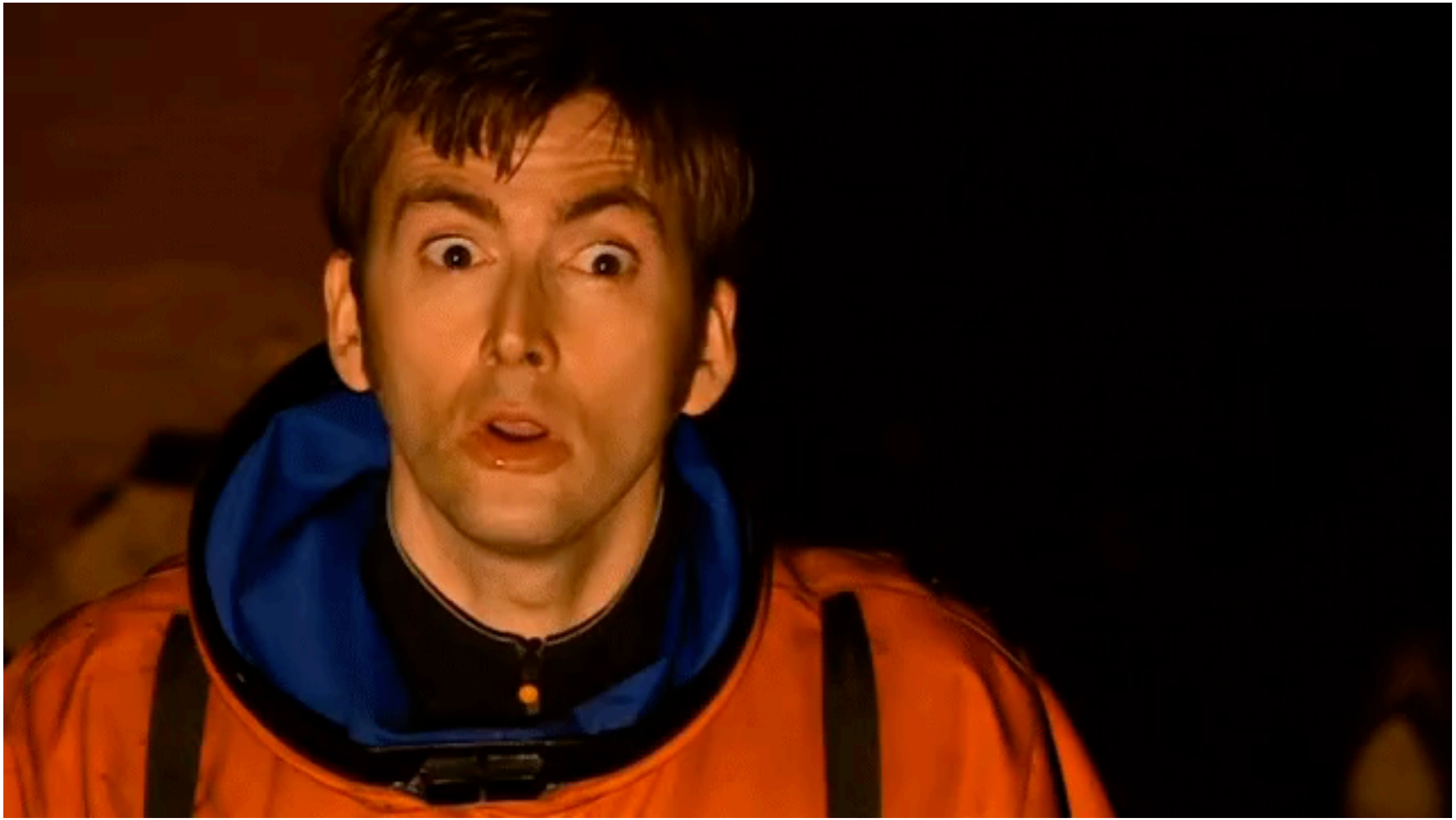

How to make good choices

Avoid stress

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Under stress the **fight-or-flight**

mode is activated

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http://www.health.harvard.edu/staying-healthy/understanding-the-stress-response

Cortisol **blocks** the **PFC** and creates a “fog” in your brain

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https://www.uni-trier.de/fileadmin/fb1/ein/PLA/Diplomarbeit_Julia_Fechtner.pdf

Under stress it is very **hard** to

leave the **comfort zone**

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How to make good choices

Avoid perfection

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There’s just **no perfect solution**

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The magical number seven

(plus or minus two)

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https://en.wikipedia.org/wiki/The_Magical_Number_Seven,_Plus_or_Minus_Two

Bad things can happen while

aiming for **perfection**

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Strive for the ideal preserves a lot of cognitive effort and the potential for a **stress blowout**

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Life is too short!

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Biases

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Biases

Self-serving bias

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We do everything to **maintain**

and **enhance** our **self-esteem**

Possible Solution I

Create a good **culture of failure**

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Possible Solution II

Try to make **friends**

Biases

Confirmation bias

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We tend to be put off by * that make us feel **uncomfortable** or insecure about our view

Possible Solution

Watch out for the **opposite**

Biases

Cognitive fluency

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We often **misattribute**

the **sensation** of ease about

something to the thing itself.

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http://www.uxmatters.com/mt/archives/2011/07/how-cognitive-fluency-affects-decision-making.php

Because **familiarity** enables easy mental processing, it feels fluent. So people often equate the feeling of **fluency** with familiarity.

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http://www.uxmatters.com/mt/archives/2011/07/how-cognitive-fluency-affects-decision-making.php

Possible Solution

If it sounds good, be **careful**!

Biases

Sunk cost bias

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My personal “**favourite**”!

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We want to make the **investment**

worth our while

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https://litemind.com/sunk-cost-bias/

We become **attached** to our

commitments

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https://litemind.com/sunk-cost-bias/

We **fear failing** and looking **foolish**

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https://litemind.com/sunk-cost-bias/

Possible Solution I

Focus on **future** invests and costs

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Possible Solution II

Evaluate the **status quo** as if it

was just another option

Possible Solution III

Create a good **culture of failure**

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Recap

Not making a decision is also a decision, cause **others will make** that decision for you

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The **power** of decision-making is

our **greatest gift**

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When there is no best choice we

should create our own **reason**

Hard decisions are **chances** to

decide **what we want to be**

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Thank You!

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