

“SNAP DECISIONS”

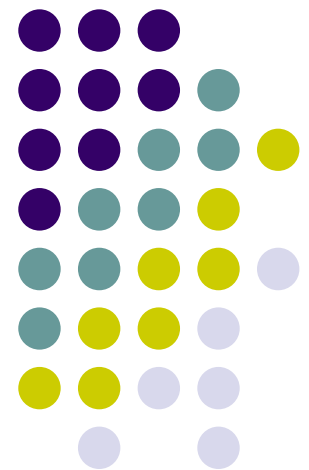
Based on the book

blink

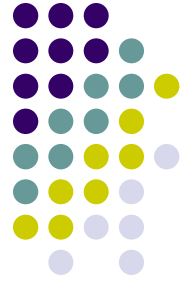
by: Malcolm Gladwell

Presented for RFW Conference 3/21/07

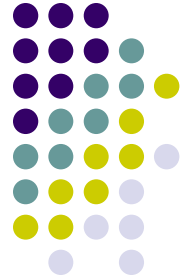
by: Patricia Fabian



Story of the Statue



- Greek Kouros statue and the Getty Museum
- All the documentation and scientific investigation said: Authentic
- First three experts to see it claim:
 - “fingernails seemed wrong”
 - “I am sorry to hear you bought that”
 - “fresh”

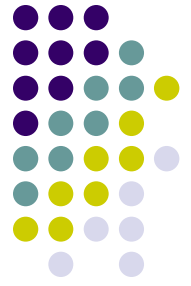


“Snap”

- They knew with a glance in less than 5 seconds without ever touching it --- it was most likely a fraud

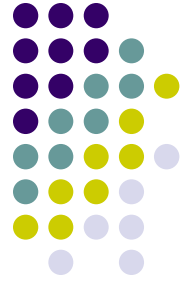
HOW??

How long will it take you to figure out.....



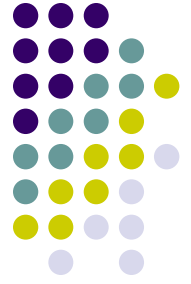
- A teacher is going to be great or so-so
- Which of 4 decks of cards will help you win or lose
- Whether a marriage will last or not
- How to win a war
- Which customer will buy a car
- Who will be the best CEO
- Coke or Pepsi

Conscious Strategy



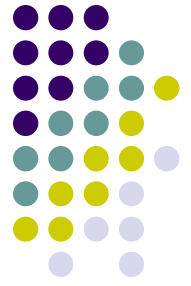
- Takes a lot of information
- We think about what we've learned
- We formulate the answer
- It's logical and definitive
- It's a SLOW Process

Adaptive Unconscious



- Operates far more quickly
- VERY Smart
- Operates entirely below the surface of consciousness
- Sends messages through strange and indirect channels
- We can not always explain why or how we got to the answer

You only need 2 seconds....

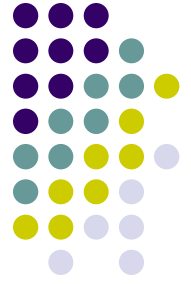


Of a silent video clip of the professor to determine if they are going to be good or blah

True or False?

- We live in a world which assumes Quality Decisions are related to the amount of time and effort it took to make them.
- Fast Decisions can be every bit as good as cautious and deliberate decisions if:

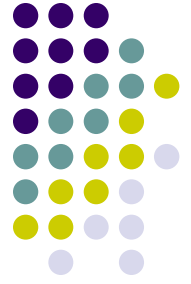
We can avoid the “snares” our
Adaptive Unconscious may
encounter:



- The Warren Harding Error
- Learning to Create Structure for Spontaneity
- Knowing the Right and Wrong way to ask People what they want
- The delicate art of Mind Reading
- Listening with your Eyes

“Our unconscious is powerful but fallible....so when do we trust it and not trust it?”

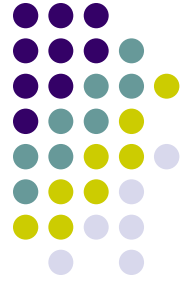
“Thin Slices”



“Thin Slicing”

Refers to the ability of our unconscious to find patterns in situations and behavior based on very narrow slices of experience.

The Secrets of Your Room

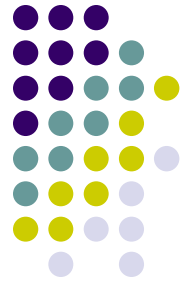


Selecting a new employee - after the interview:

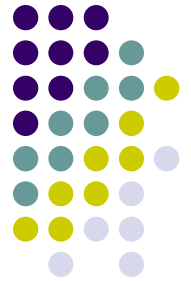
Choose the options which will give you the best information for your final selection:

- a. Meet with person 2x month for lunch
- b. Spend 30 minutes looking around in the person's home

Thin Slicing - Part of being Human



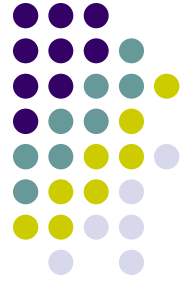
We “thin slice” whenever we meet someone new or have to make sense of something quickly or encounter a novel situation. We have to do this, and we rely on this ability because there are many situations where careful attention to the details even for a second or two can tell us a lot.



“Priming the Pump”

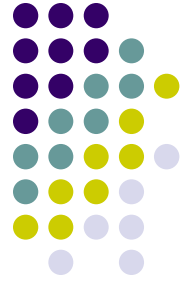
- All of our experiences “prime the adaptive unconscious”
- Priming can change the way people behave
- Priming is not “brainwashing” - but its effect on people is not trivial
- Our unconscious attitudes may be **completely** incompatible with our stated conscious values

Avoiding Warren Harding Errors



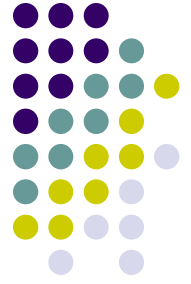
- Looks like a CEO, sounds like a CEO - must be a CEO
- “Taking Care of the Customer”
 - You cannot prejudge people in business
 - You have to give everyone your best shot
 - Don’t let that first impression drown out every other piece of information you get in that first instance -- or with more time (Interviews - other?)

Changing the “Slice”



- Our first impressions are generated by our experience and our environment
- If you want to alter the way you “slice” you need to change the experiences that comprise those impressions.

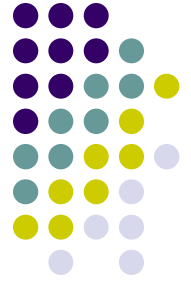
Creating Structure for Spontaneity



Spontaneity is not necessarily random.

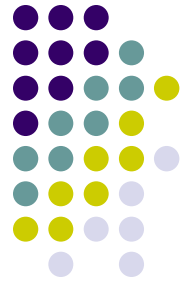
How good people's decisions are under the fast-moving, high-stress conditions of rapid cognition is a function of **training** and **rules** and **rehearsal**.

The Perils of Introspection



- “Analysis Paralysis”
- “We are in command and out of control”
Overall guidance and intent will be provided by the senior leadership but people in the field are to use their own initiative and innovation to move forward.
- This is “messy” but will allow people to engage in “rapid cognition” and have the ability to make SNAP decisions

Could you explain that please?



- You can't always explain those "flashes" of insight
- Having to write down your thoughts decreases the chance of you having the flash of insight needed to find a solution ---- by as much as 30%
- INSIGHT is not a light bulb that goes off in your head - it is a flickering candle that can easily be snuffed out.

PART or WHOLE



You can become so focused on the mechanics and the process of the situation or problem that you lose sight of the “whole”. In the act of “breaking down” a problem into its parts you can lose its meaning.

- You can get so caught up with the production of information that you drown in all the data
- You can never know everything

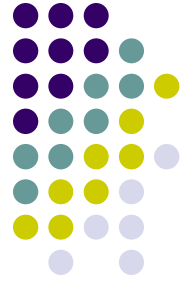
How do you ask people what they want?



- Take the Pepsi Challenge!
- You bought it because you liked the package!
- If it is weird and different - you'll love it!

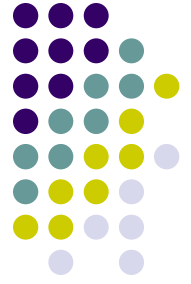
When we are outside of our areas of passion and experience, our reactions are not always wrong - but they are shallow and not based on true understanding

You are a Mind Reader



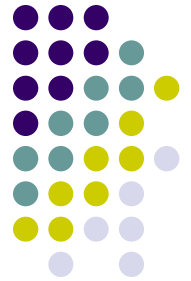
- Most common and important forms of rapid cognition are the judgments we make and impressions we form about other people.
- You “see it on his face”, “the eyes are the window to the soul”, “mom’s look”, “high sign”, “the look of love”, “flashing eyes”.....etc
- There are over 3,000 facial expression which have specific meanings

Our face will always give us away!



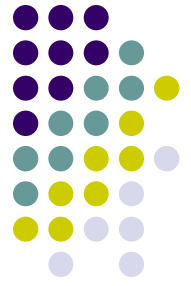
- “Slick Willie”
 - **The** “hand-in-the-cookie-jar, Love-me-Mommy-because-I’m a rascal” **look**
- The face is not only the reflection of internal thoughts and emotion -- the emotion can start on the face and spread through the body.
 - You can’t have an angry face for long and stay “happy on the inside”
- It is an equal partner in the emotional process

Autism = Mind Blindness



- By 12 months an infant is responding to gestures
- Your Fusiform Gyrus is highly advanced brain “software” used for facial recognition
- Your Inferior Temporal Gyrus is used for Object recognition
- People with Autism use their Inferior Temporal Gyrus for BOTH people and objects

Stress - Let it improve your performance



- A heart rate in the 115-145 range is OK -- does good things for “SNAP” decisions
- Above 145 our motor skills start to break down, doing something with only one hand and not the other becomes difficult
- At 175 or above there is an absolute breakdown of cognitive processing ability. The forebrain shuts down and the midbrain takes over, vision becomes restricted and behavior inappropriately aggressive

Arousal/ Stress = Mind Blind

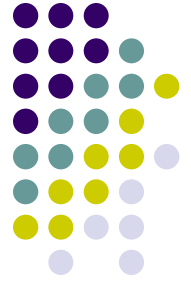


- Practice/repetition/rehearsal helps keep us in the “good arousal zone”
- Practicing key skills can save your life -

911 Vs 411

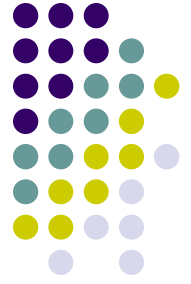
- Even the “SNAP” needs time to process
- This may only be 1-2 seconds - but if the time is not there -- the “Snap” will not occur -- particularly if there has been no practice or training/rehearsal for those situations

A Blur Vs. the Vision of Experience



- To a person experiencing a “novel” event - things may go by in a blur
- If you are experienced with that type of situation - you can break down the detail into an enormous amount of information in two seconds
- Every “blink” is composed of a series of moving parts and every blink is an opportunity for intervention, reform and correction

Classical Music Revolution



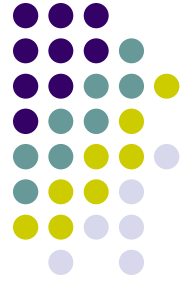
- 1980 Munich Germany
- First time a screen was used for orchestral auditions, there was a panel of judges listening to each candidate play.
- After the first round of trombone players the director exclaimed of one candidate- “that’s who we want!”
- When that very candidate made it through the final round and was asked to step out from behind the screen the director exclaimed - “Was istn’n des?” “Meine Gotter!”
- What did he see when the screen was removed?

Final Thoughts



- We may not always know where our first impressions come from or precisely what they mean...So we do not always appreciate them
- If we are going to take our powers of Rapid Cognition seriously we need to acknowledge the subtle influences/biases and can alter or undermine the “Snaps” of our unconscious
- We should not be resigned to acceptance - but cognizant of where and how we can control our power

Final Thoughts (continued)



- For many of the most important decisions we make - there can be no certainty beyond a doubt
- Take charge of those first two seconds..
 - Be open to your first impressions
 - Don't dismiss if the message is strange or on an odd channel
 - Self monitor and practice practice practice

When will your next “blink” occur?