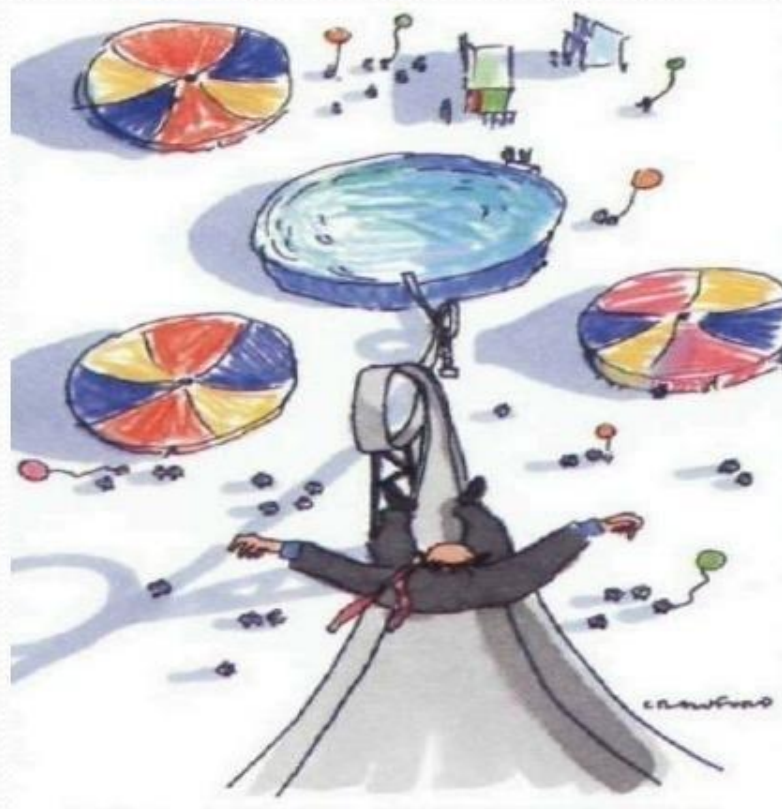


Defensive Reasoning and the Doom Loop



Defensive Reasoning and the Doom Loop

The Difference between “Theory-in-Use” and “Espouse” Theory:

- “Espouse” Theory: Theories of actions that people expect themselves to behave or act
- “Theory-in-Use”: The way they actually act

Defensive Reasoning and the Doom Loop

“Espouse” Theory	Theory-in-Use
The set of actions that people think they are acting	The set of actions that they are actually acting
People come up with this theory base on what they are educated and their philosophy	People come up with this set of actions based on their instincts
They expect themselves to behave this way	They rarely think they should behave this way

Defensive Reasoning and the Doom Loop

“Universal Human Tendency” contains four basic values:

- To remain in unilateral control
- To maximize “winning” and minimize “losing”
- To suppress negative feelings
- To be as “rational” as possible

Defensive Reasoning and the Doom Loop

- **Defensive Reasoning:**

Encourages individuals to keep private their premises, inferences, and conclusions that shape their behavior and to avoid testing them in a truly independent, objective fashion

- **“Doom-Loop”**

Professionals fear failure and prefer to be called

“productive loner” which means “Individual contributor”

instead of a member of a productive team

Defensive Reasoning and the Doom Loop

- Brittleness or “brittle” personality : when they are suddenly faced with a situation they cannot immediately handle, they tend to fall apart. It causes a high level of despondency or despair
- Despondency: combined with defensive reasoning, it can result in a formidable predisposition against learning.

Defensive Reasoning and the Doom Loop

- **Performance Evaluation:**

The moment when a professional must measure his or her own behavior against some formal standard, a performance evaluation. It is almost tailor-made to push a professional into the doom loop