

### *Hindsight bias*

A tendency to see past events as being more predictable than they were. An example would be describing the evolution of compute from mainframe to client / server to cloud as some form of ordained path. The problem is that the “apparent” path taken at a high level depends upon how evolved the underlying components were (e.g. storage, processing, network). If processing and storage were vastly more expensive than network then we would tend toward centralization. Whereas if network was more expensive then we would tend towards decentralization.

### *Cascade bias*

A belief that gains more plausibility through its repetition in public circles e.g. many of the false myths of cloud such as Amazon’s “selling of spare capacity”.

### *Instrumentation bias*

The issue of familiarity and a reliance on known tools or approaches to the exclusion of other methods. Summarised by the line “If all you have is a hammer, everything looks like a nail.”

### *Disposition bias*

A desire not to lose value i.e. selling of assets that have accumulated value but resist selling assets that have declined in the hope that they will recover. This is another common source of inertia through the belief that an existing line of business or asset acquired that is performing poorly will recover.