

How to make good and difficult decisions

Introduction

About Me



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

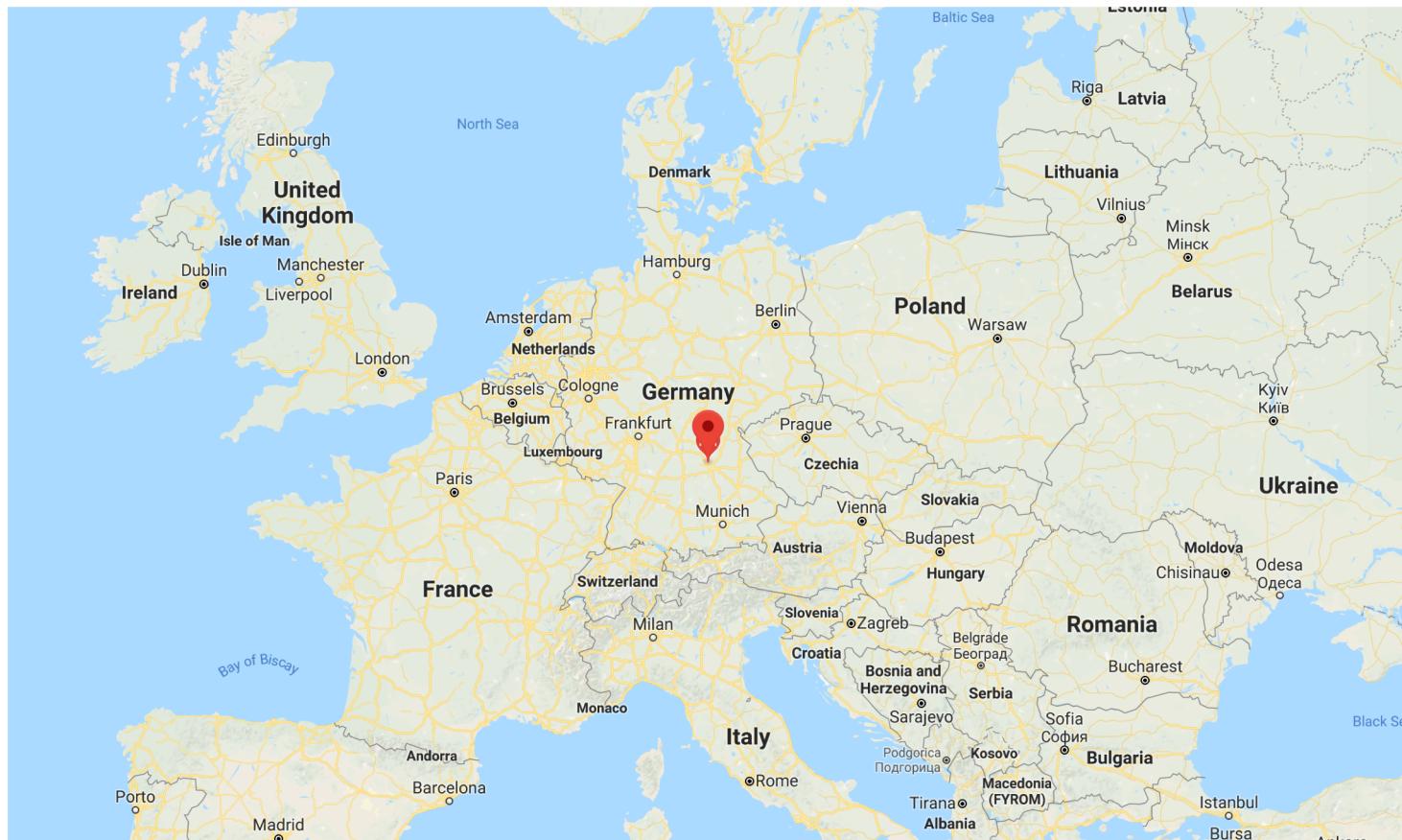
@gethash

About NETWAYS

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



Nuremberg - Bavaria



But not this part of Bavaria



About Icinga

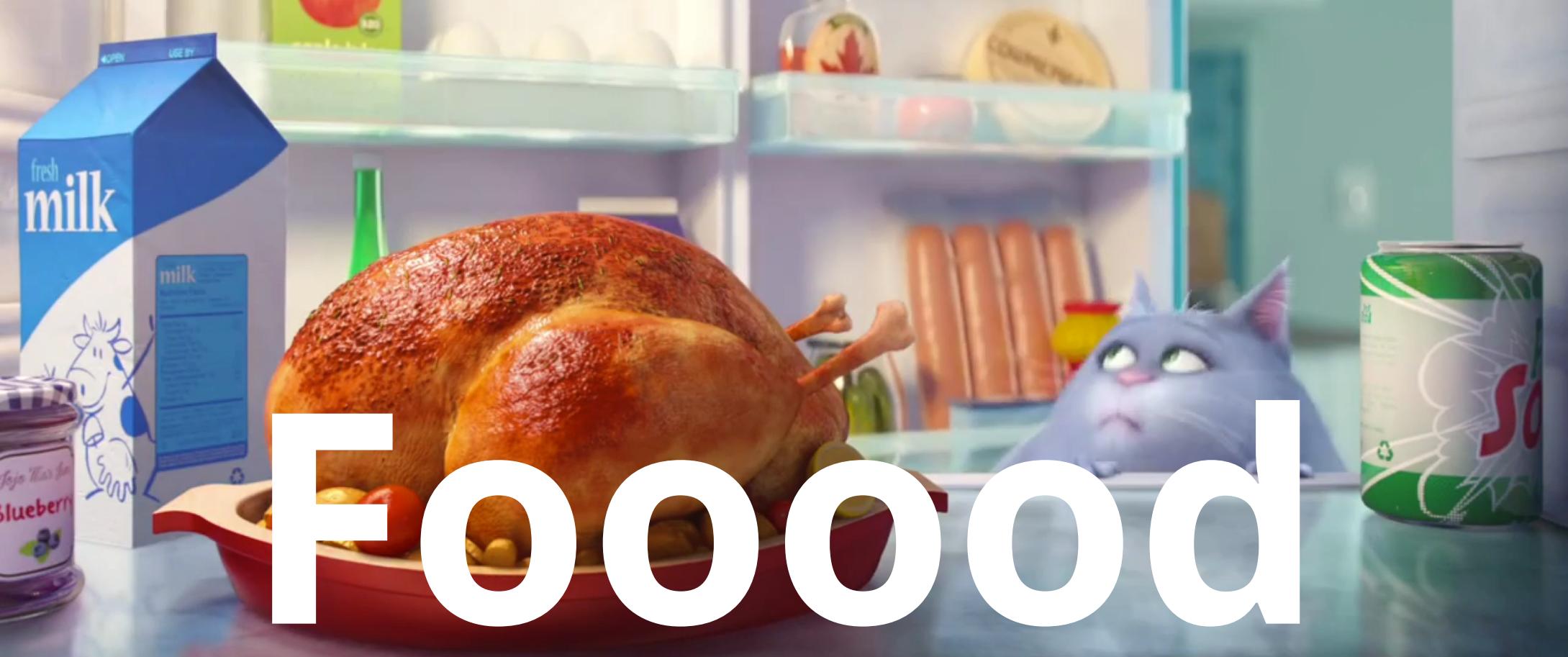
- Open Source Monitoring
- **Monitor any Infrastructure and any Application**



Why this topic is
important (to me)?

How many decisions do we
make in an average **day**?

35,000



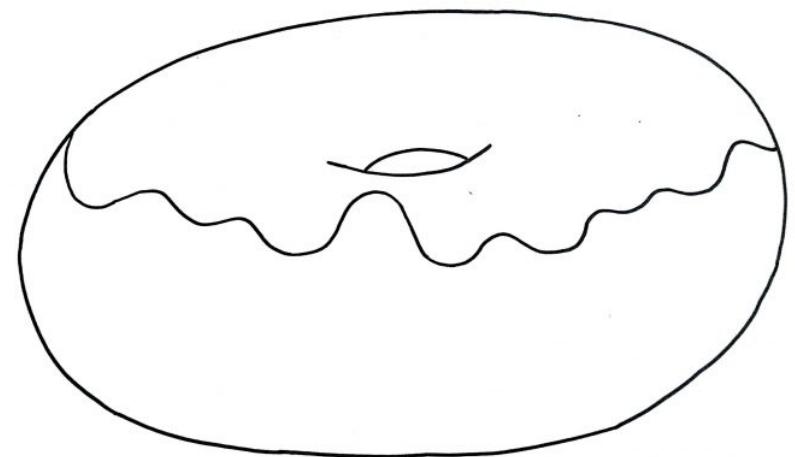
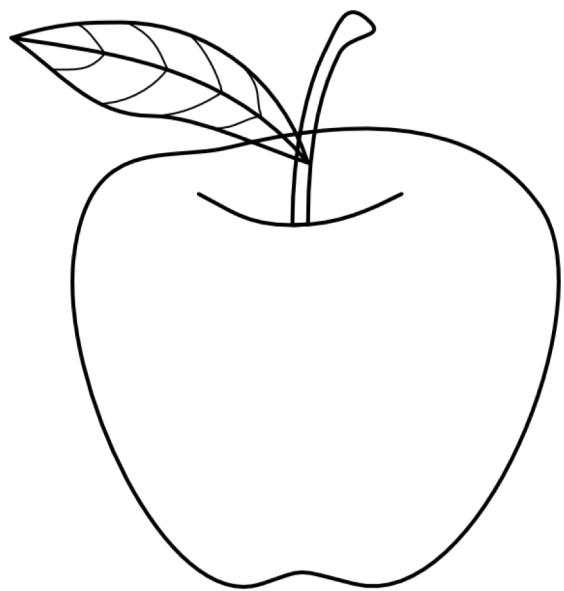
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Choices

To decide means to
make choices

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

In an **easy choice** one alternative
is better





NETWAYS®

Hard choices have **advantages** and
disadvantages in different perspectives

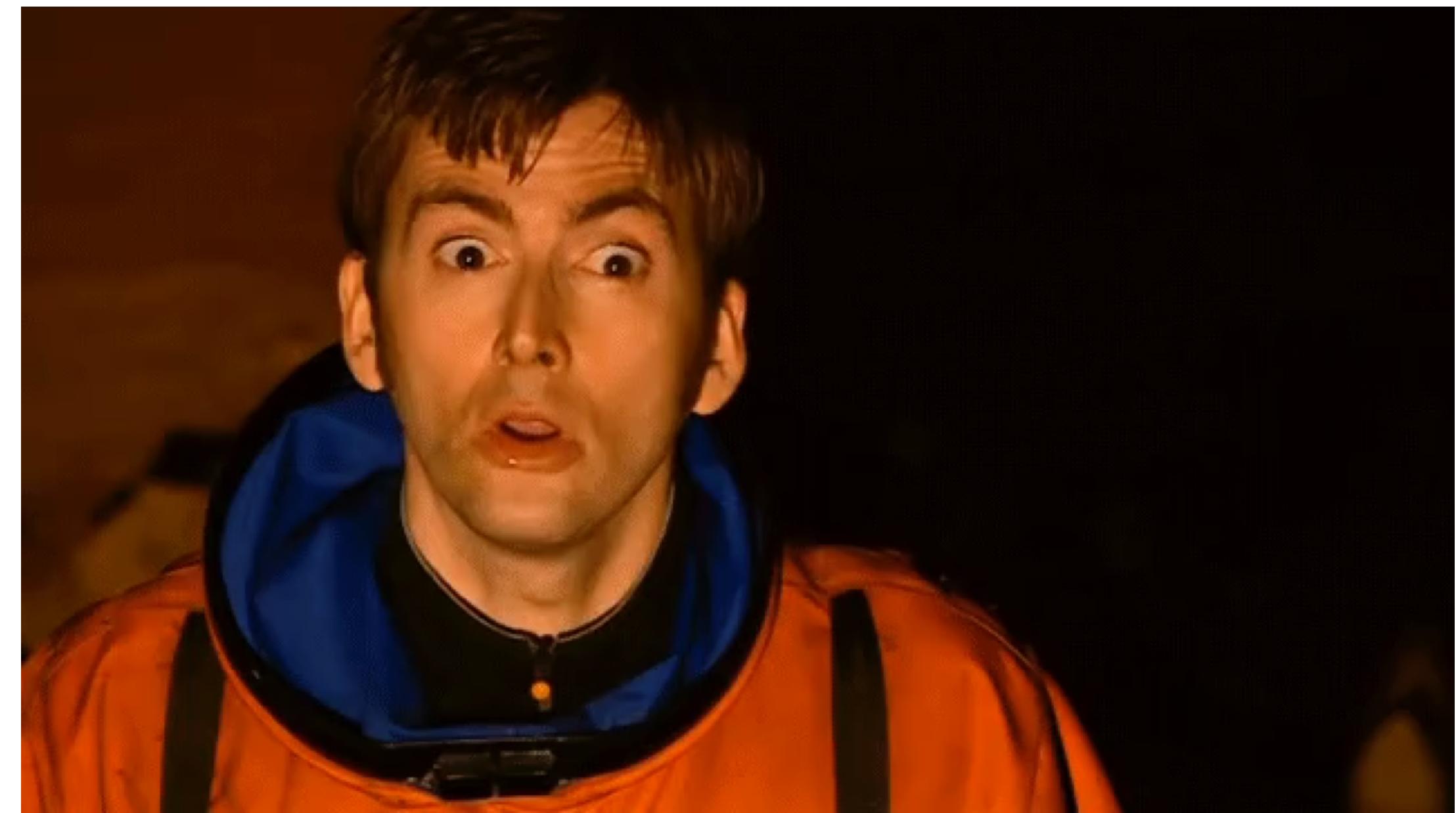
Hard choices are hard because
there is **no best option**

Example Job Search

Small Company	Big Company
Less money	More money
Family atmosphere	Strong hierarchy
Limited advancement	Advancement opportunities
Remote work	Commute

If technical **comparisons** like more, less,
or equal don't work it is a **hard decision.**

How to make good choices



How to make good choices

Avoid stress

Under stress the **fight-or-flight**
mode is activated

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

Under stress it is very **hard** to
leave the **comfort zone**

How to make good choices

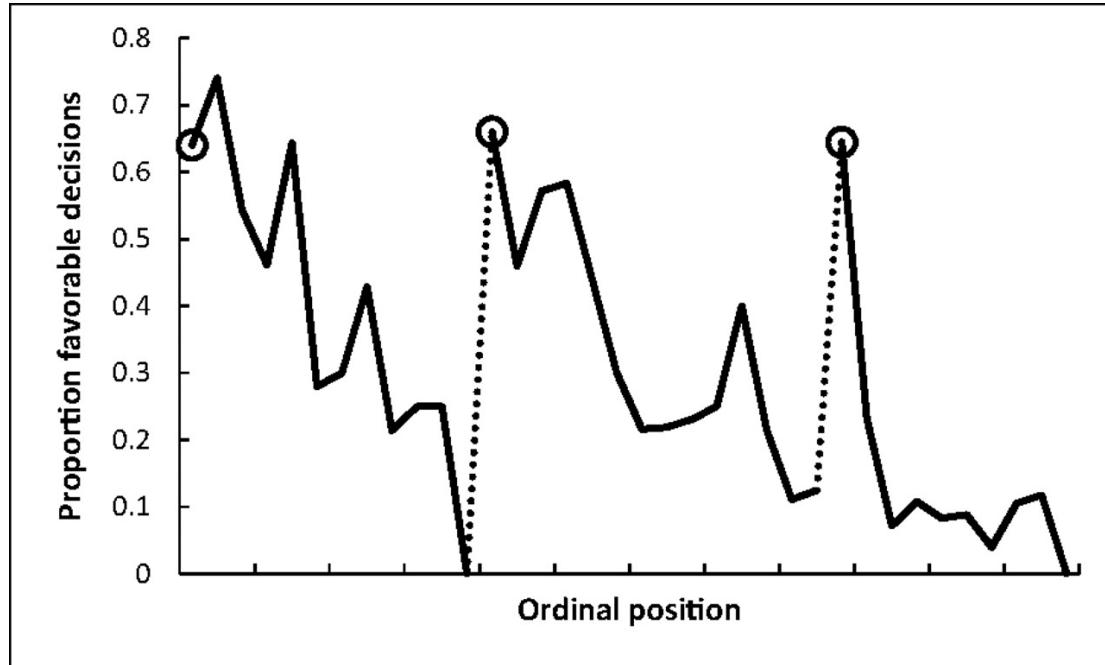
Prevent decision fatigue

“Decision fatigue refers to the deteriorating quality of decisions made by an individual after a long session of decision making.”

-

The brain is like a muscle!

Extraneous factors in judicial decisions



“Fatigue increases the tendency to rule in favour of the status quo.”

How to make good choices

Avoid perfection

There's "no" perfect solution

The magical number seven (plus or minus two)

Bad things can happen while
aiming for **perfection**

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

Biases



Really?

Let's do a test

Answer each question **quickly!**

Here we **go!**

$$5 + 3$$

8

$$9 + 2$$

11

10 - 6

4

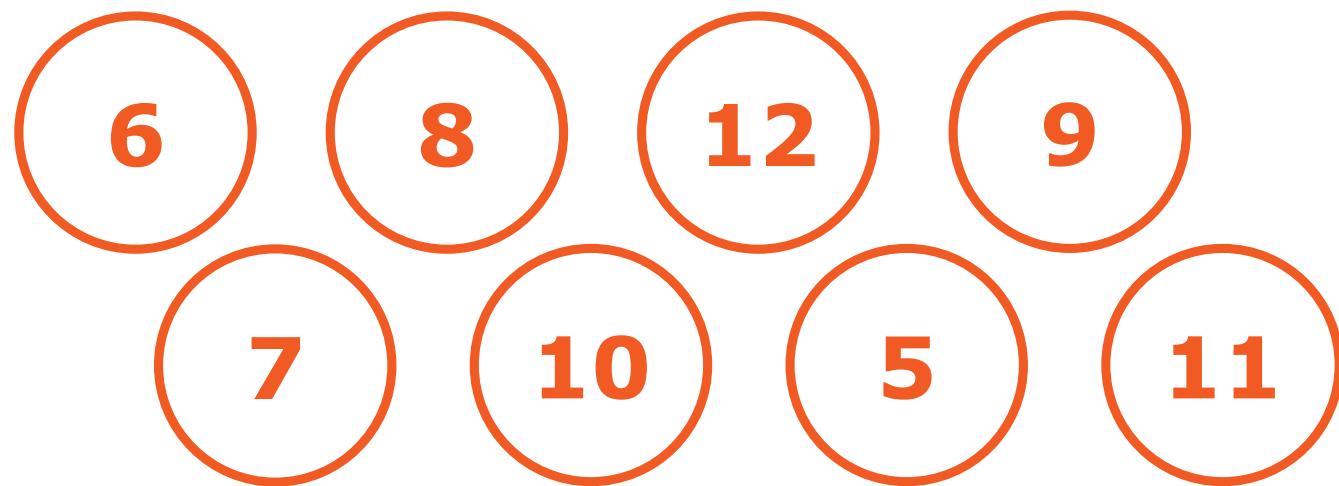
Quick

Think of a number between

5 and 12

Quick

You could have picked



I'm going to **guess** which
number you picked!

Here it is ...

7

Why?

Biases

Self-serving bias

We do everything to **maintain**
and **enhance** our **self-esteem**

Possible Solution I

Create a good **culture of failure**

Possible Solution II

Get **older** ☺

Biases

Confirmation bias

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

Possible Solution I

Try to make **friends**

Possible Solution II

Watch out for the **opposite**

“Invert, always invert”

Charlie Munger

Biases

Cognitive fluency

We often **misattribute**
the **sensation** of ease about
something to the thing itself.

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



Possible Solution

If it sounds (looks) good,

be **careful!**

Biases

Sunk cost bias

My personal “**favorite**”!

We want to make the **investment**
worth our while

We become **attached** to our
commitments

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

Possible Solution I

Focus on **future** invests and costs

Possible Solution II

Evaluate the **status quo** as if it
was just another option

Recap

Be aware of **Biases**

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

Make a decision and **change** it as
often as required (and possible)

When there is no best choice we
should create our own **reason**

Hard decisions are **chances** to
decide **what we want to be**

Muito Obrigado!

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