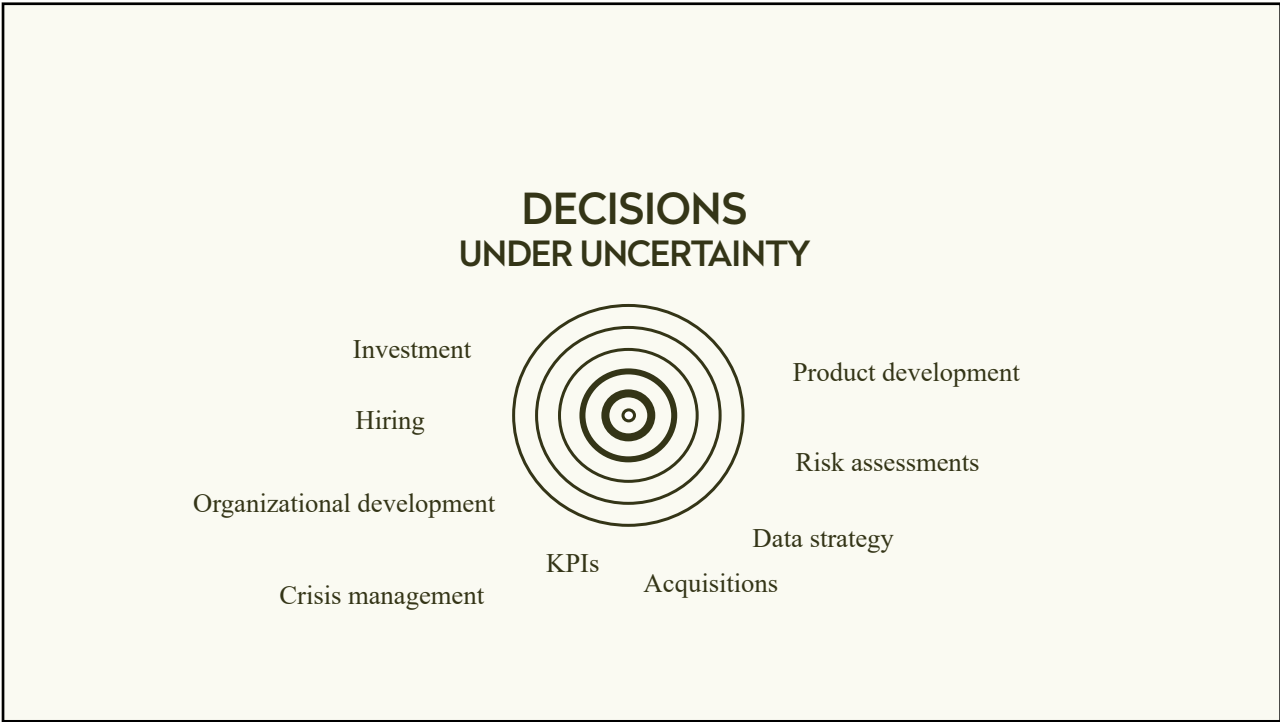


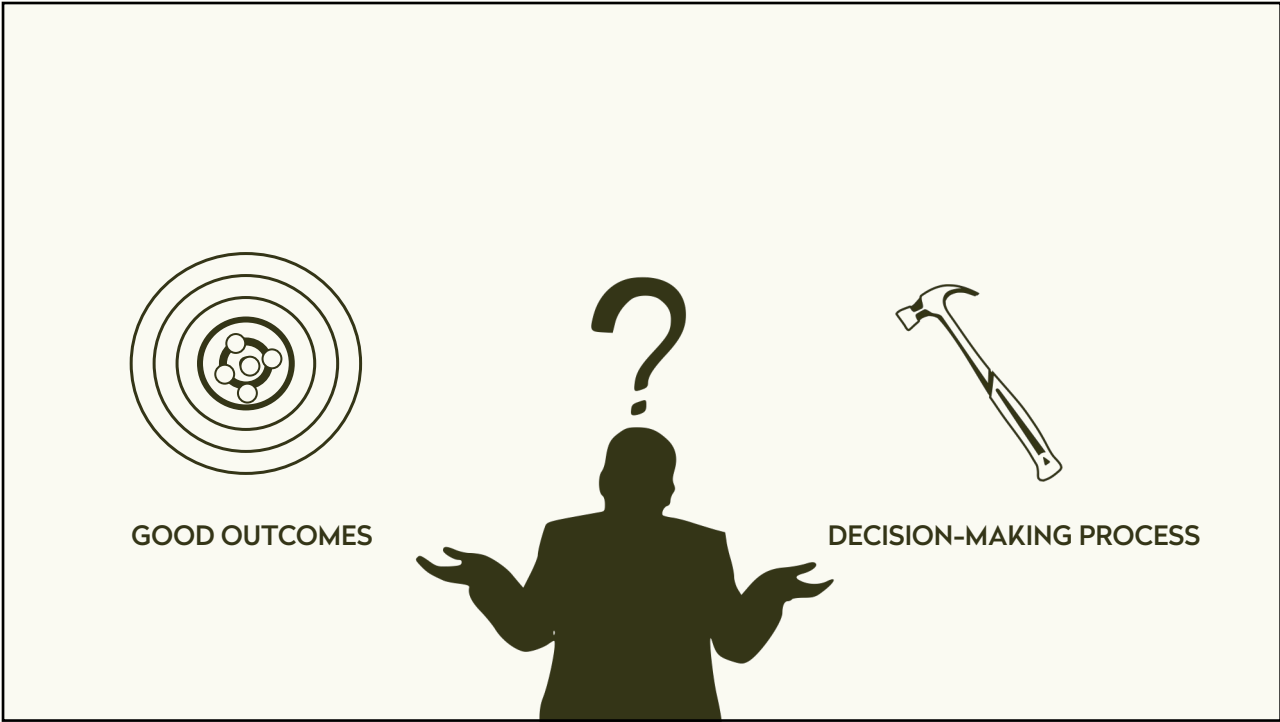
2



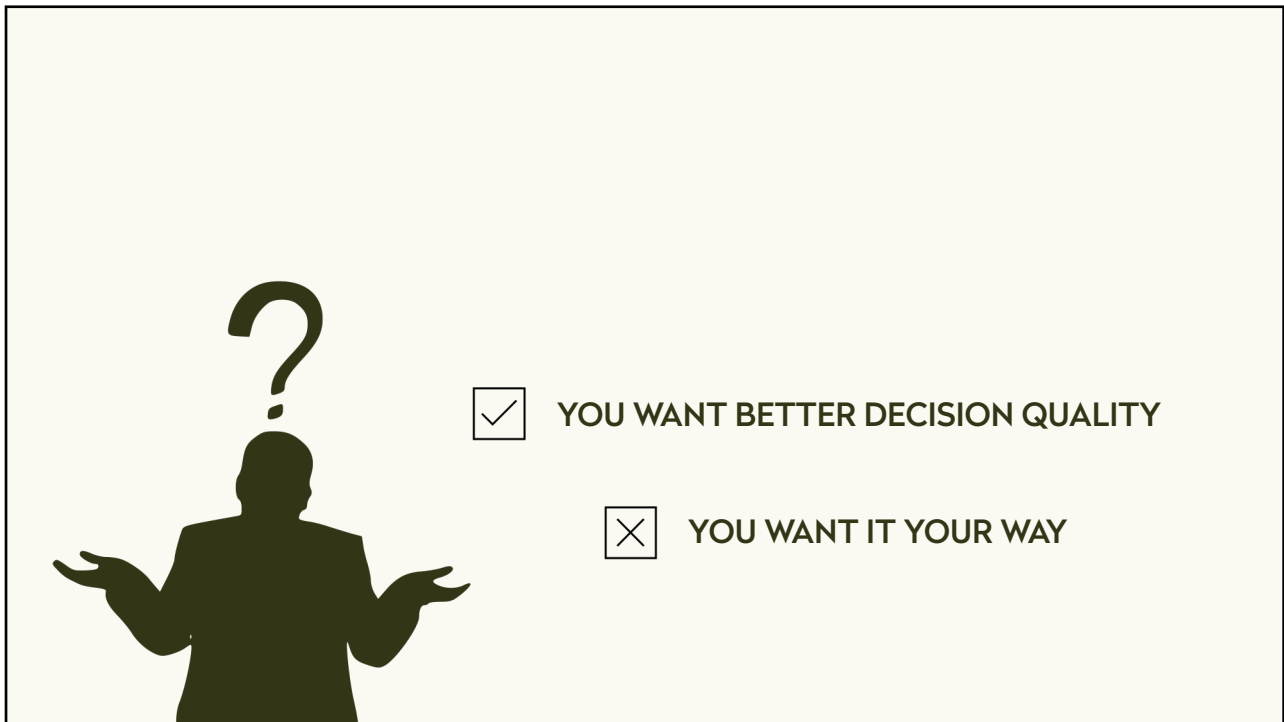
9



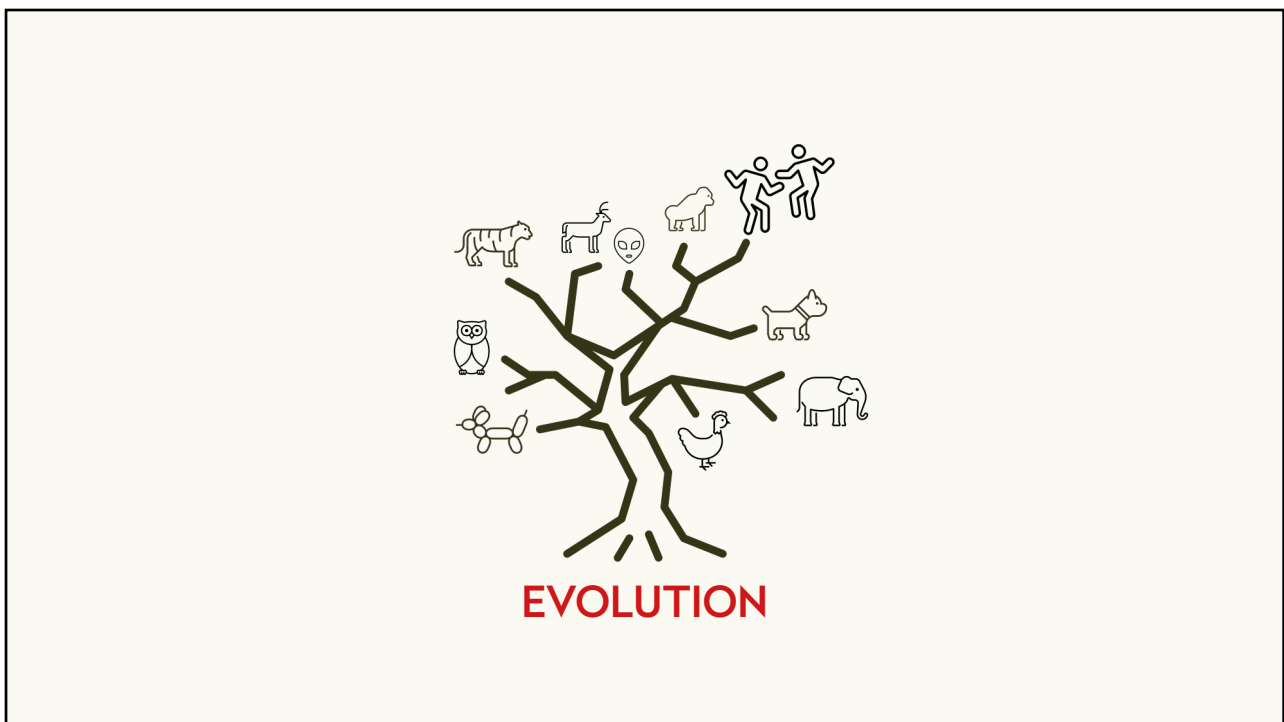
10



14

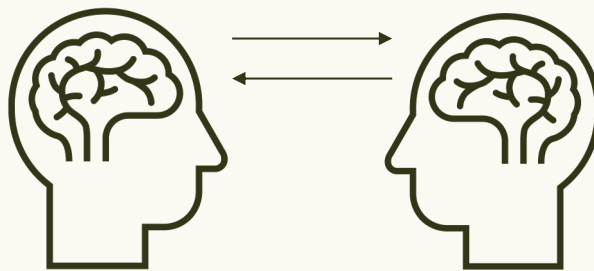


16



18

## THEORY OF MIND



24

## TEAMWORK



IT GETS SHIT DONE

25




WHO WANTS TO BE A  
MILLIONAIRE  
WHO WANTS TO BE A

ASK THE  
AUDIENCE  
93%


## WISDOM OF THE CROWDS



FRANCIS GALTON




27



## PIER's GENIUS EXPERIMENT

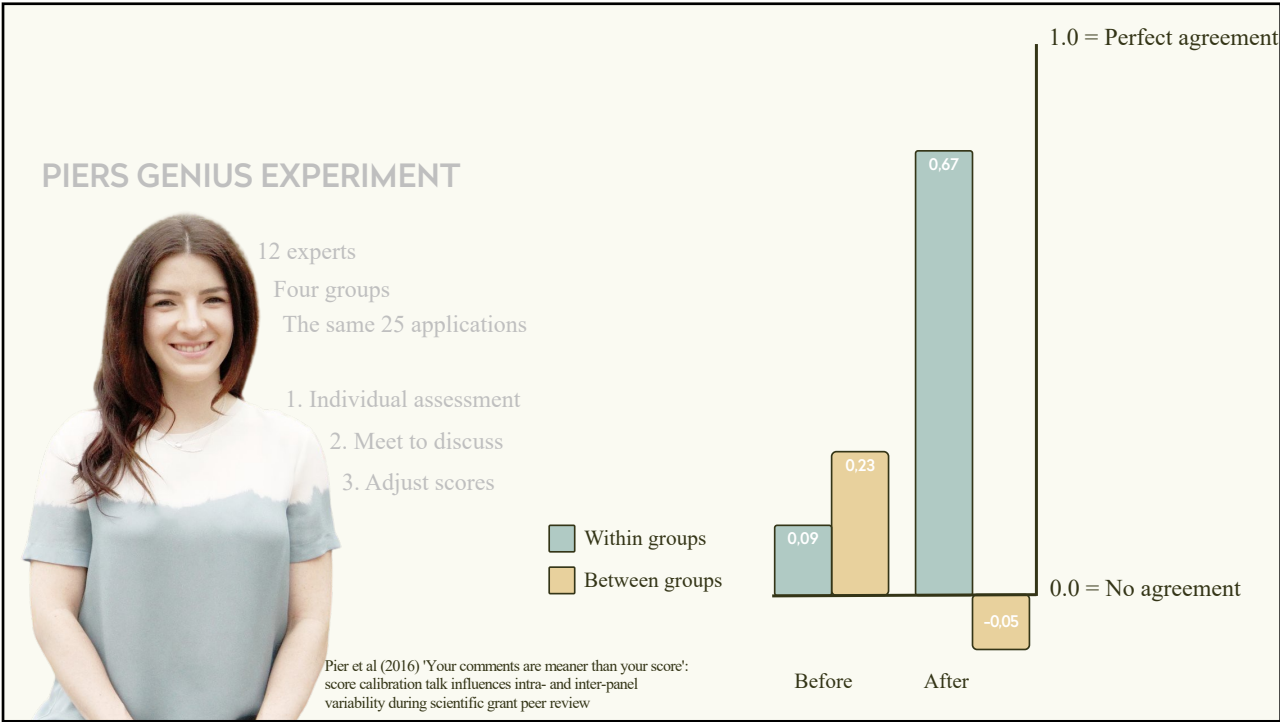
12 experts  
Four groups  
The same 25 applications

1. Individual assessment
2. Meet to discuss
3. Adjust scores

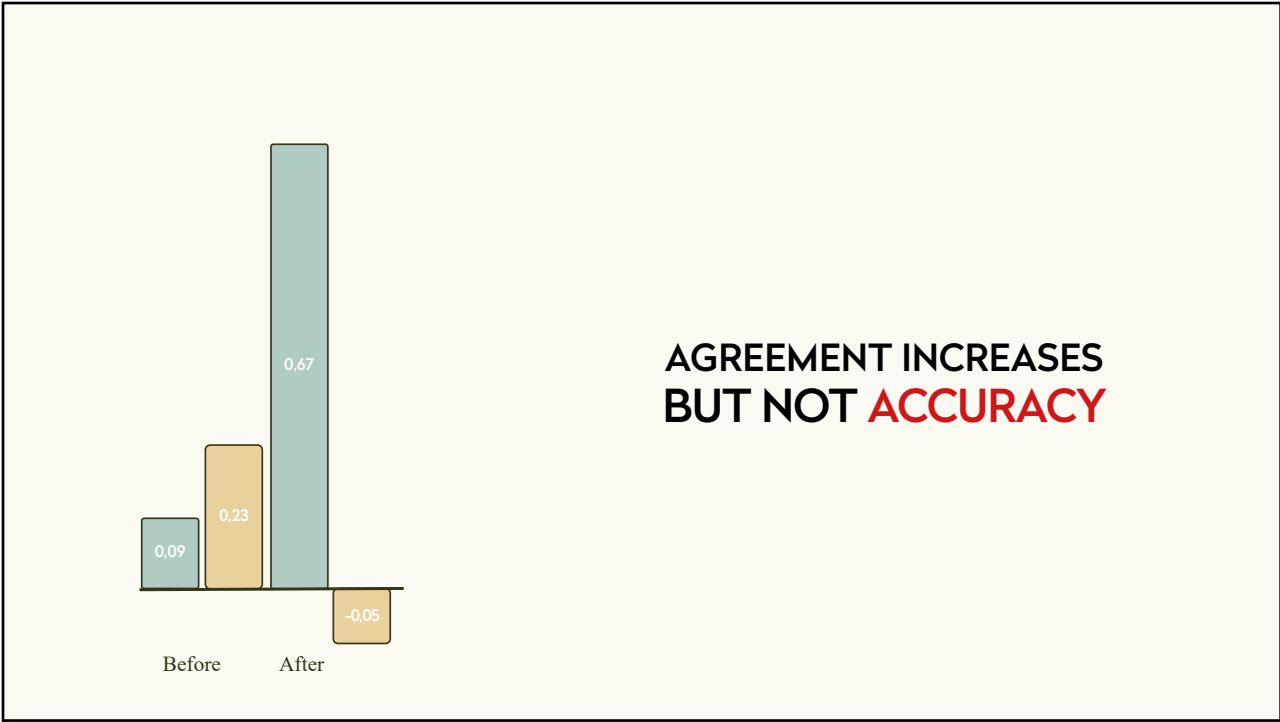


Pier et al (2016) 'Your comments are meaner than your score':  
score calibration talk influences intra- and inter-panel  
variability during scientific grant peer review

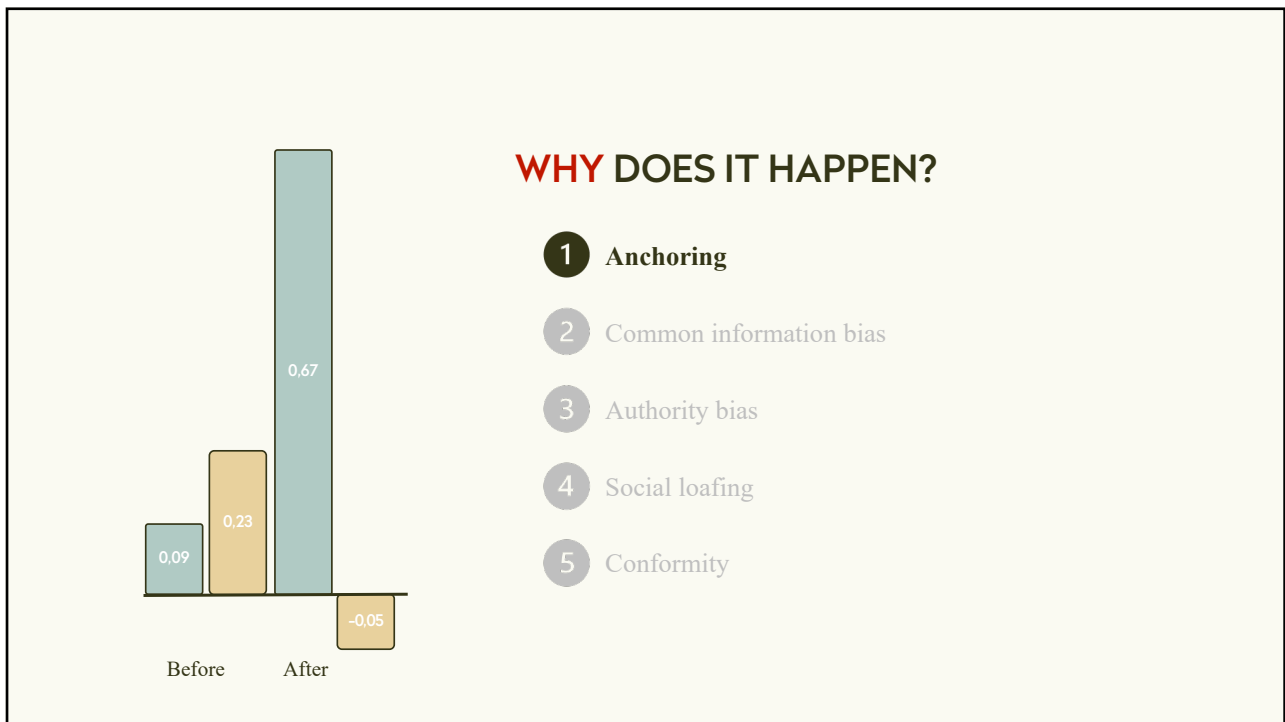
30



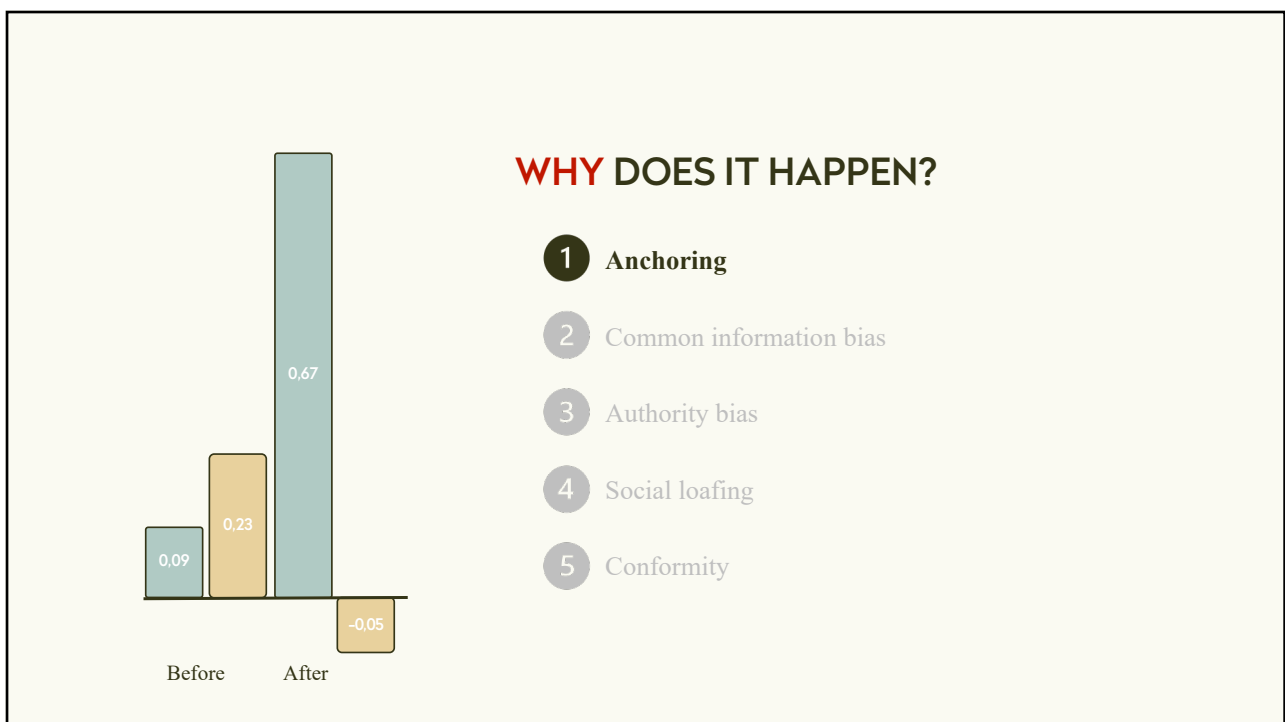
33



35



38



41

## ANCHORING BIAS

The tendency to rely too heavily on the first piece of information encountered—the "anchor"—when making decisions.

This initial information sets a reference point and influences subsequent judgments, even if the anchor is arbitrary or unrelated.



Collaros & Anderson (1969) *Effect of perceived expertness upon creativity of members of brainstorming groups*

42

## WORLD'S STRANGEST AUCTION

Participant # **308403**

Are you willing to pay your participant number in NOK?

**Yes!**

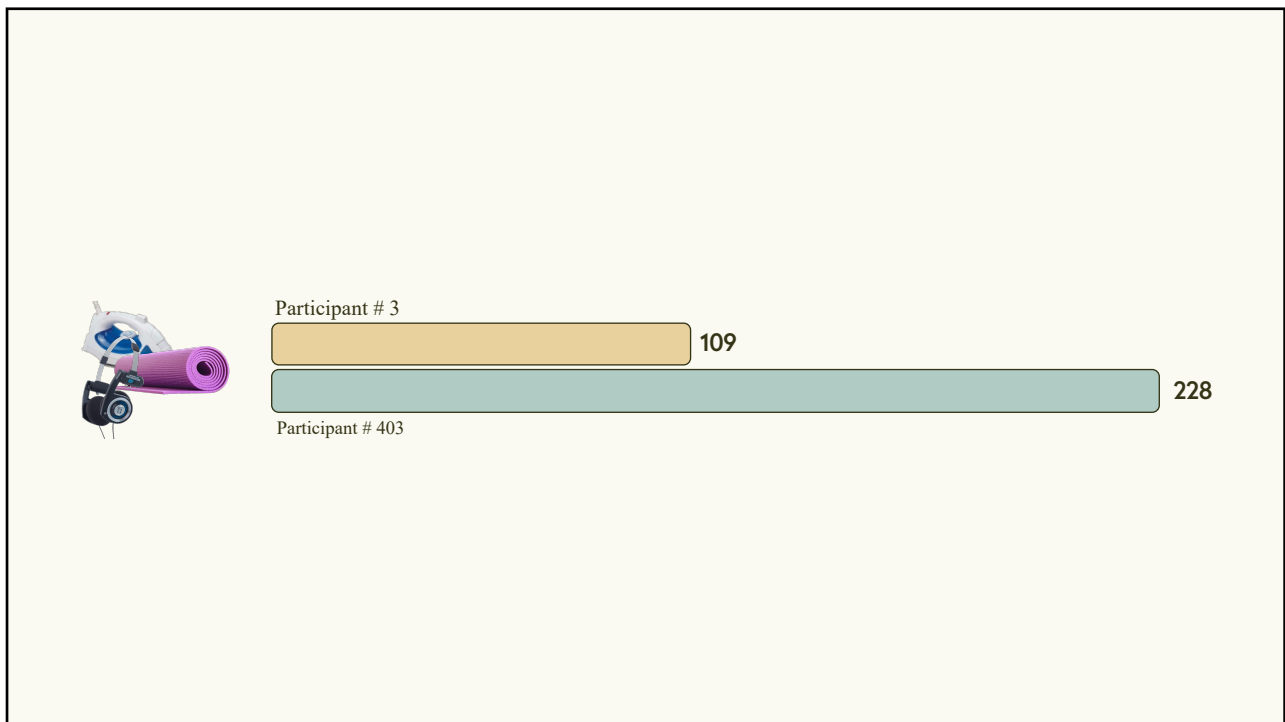
How much are you willing to pay? **12 NOK**



Ariely, Loewenstein & Prelec (2003) *Coherent Arbitrariness: Stable Demand Curves without Stable Preferences*

43






44

## CONCLUSIONS AS ANCHORS

We tend to share our **CONCLUSIONS** early  
when discussing something

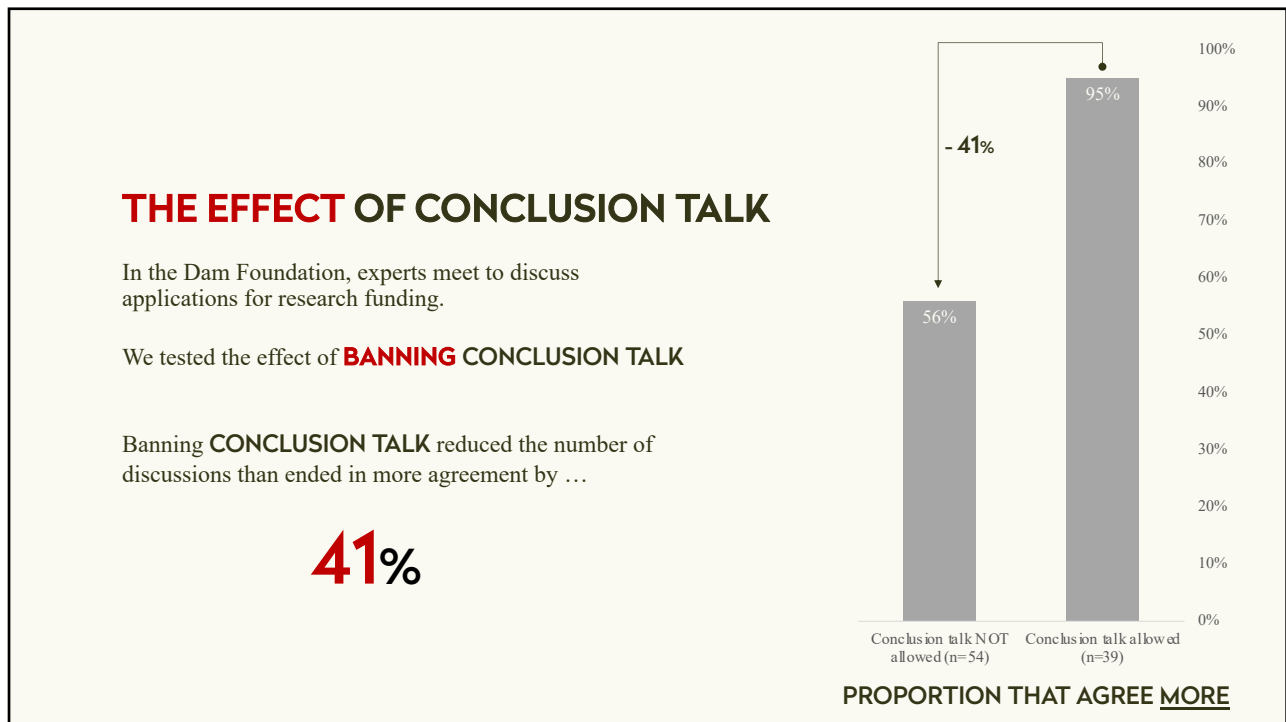
**CONCLUSIONS** are useless  
information in a discussion

It's the **ARGUMENTS** that are of interest

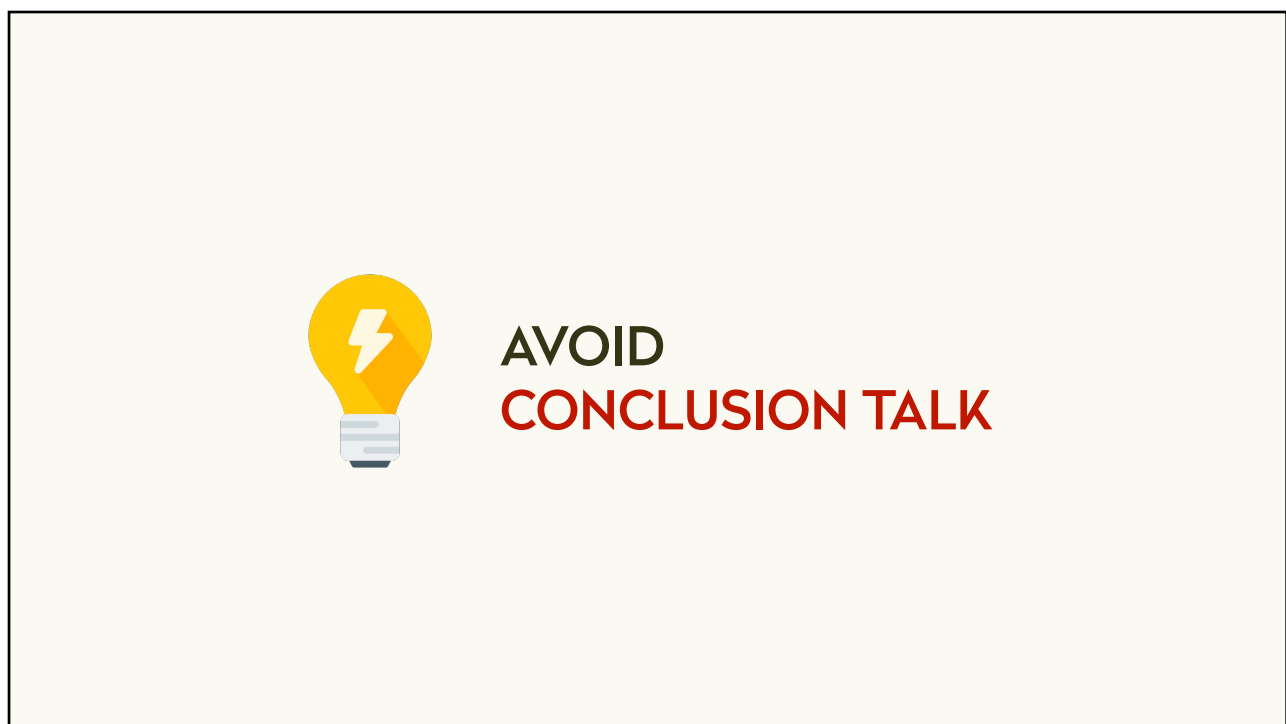


Collaros & Anderson (1969) *Effect of perceived expertness upon creativity of members of brainstorming groups*

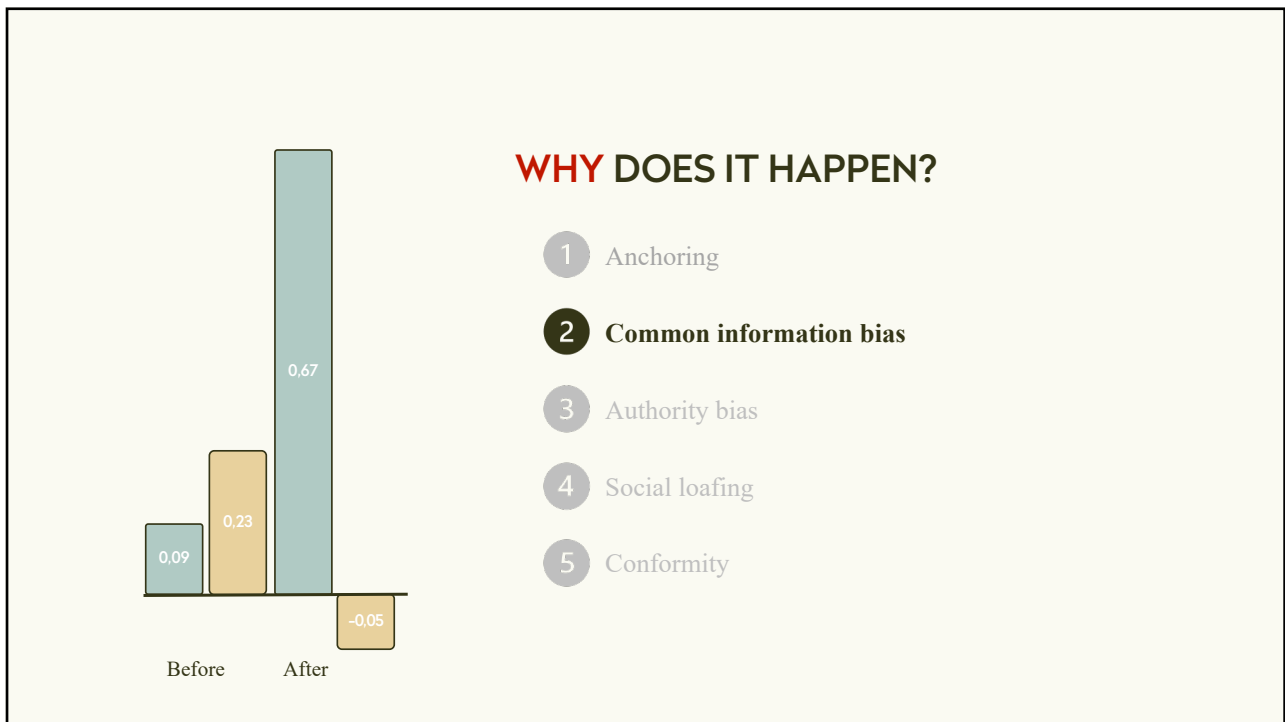
46



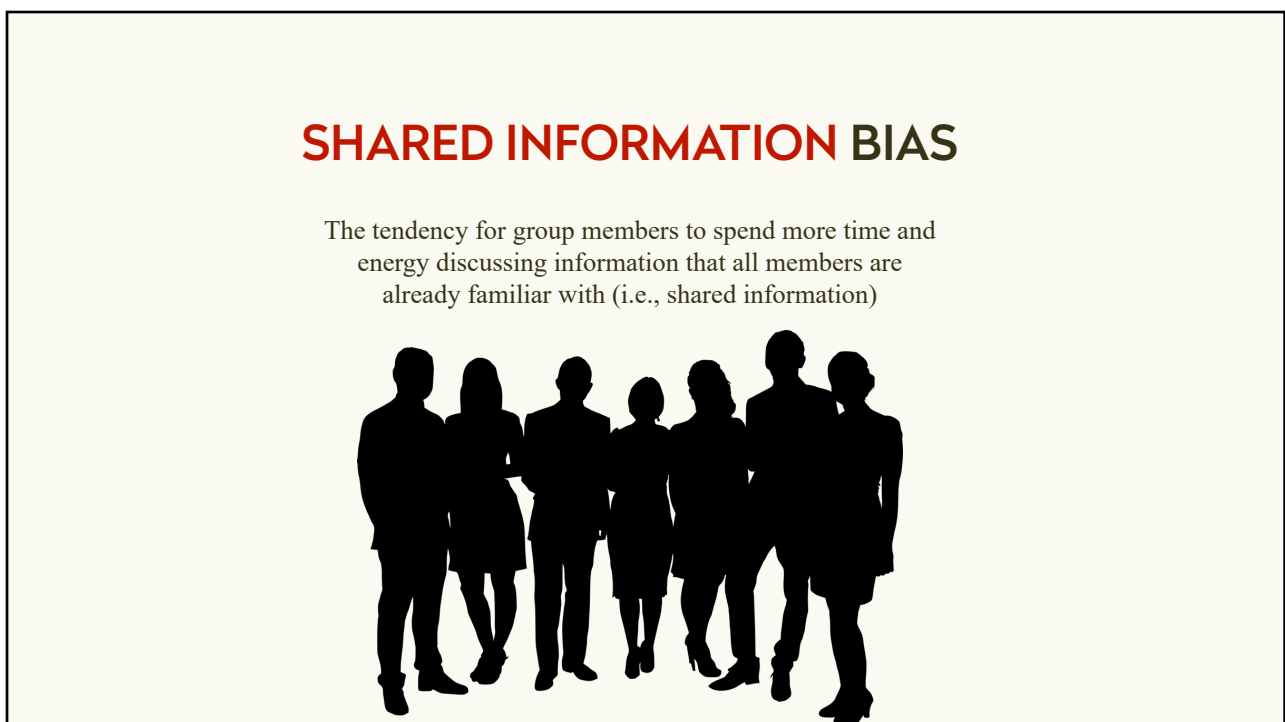
49



50



53

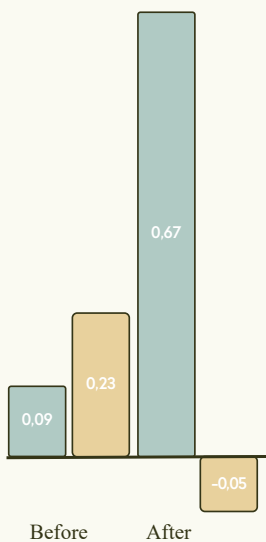


54



## SHARE UNSHARED INFORMATION

55



## WHY DOES IT HAPPEN?

- 1 Anchoring
- 2 Common information bias
- 3 Authority bias**
- 4 Social loafing
- 5 Conformity

58

## AUTHORITY BIAS

Unreasonably high confidence in the belief that judgements by a person with formal or informal authority is correct, and therefore an individual is likely to be more influenced by them



Collaros & Anderson (1969) *Effect of perceived expertness upon creativity of members of brainstorming groups*

59

## EVEN IN THE SUPREME COURT

I analysed **9825 votes** in the Norwegian supreme court.

If you know what the most senior judge thinks, you know the outcome of the case with

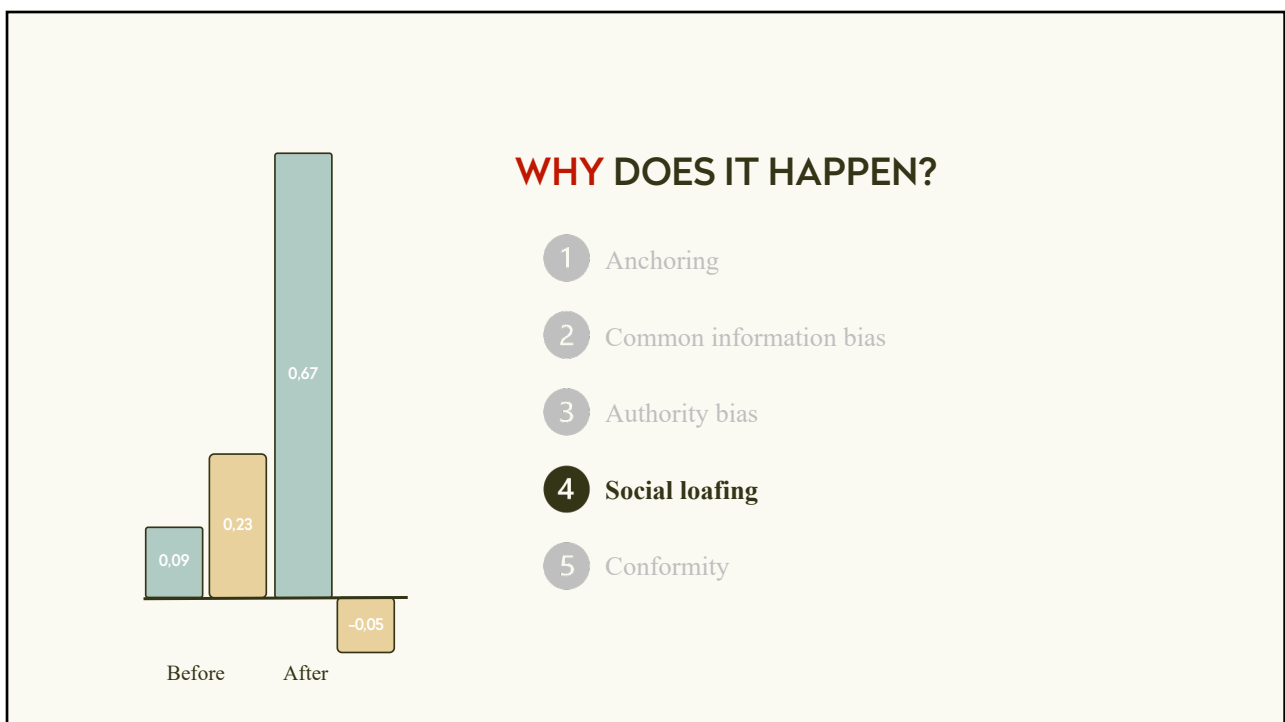
**97%**  
certainty



60



61



62

## SOCIAL LOAFING

60%

When a person exerts less effort to achieve a goal when working in a group than when working alone



Kravitz & Martin (1986) Ringelmann rediscovered: The original

63

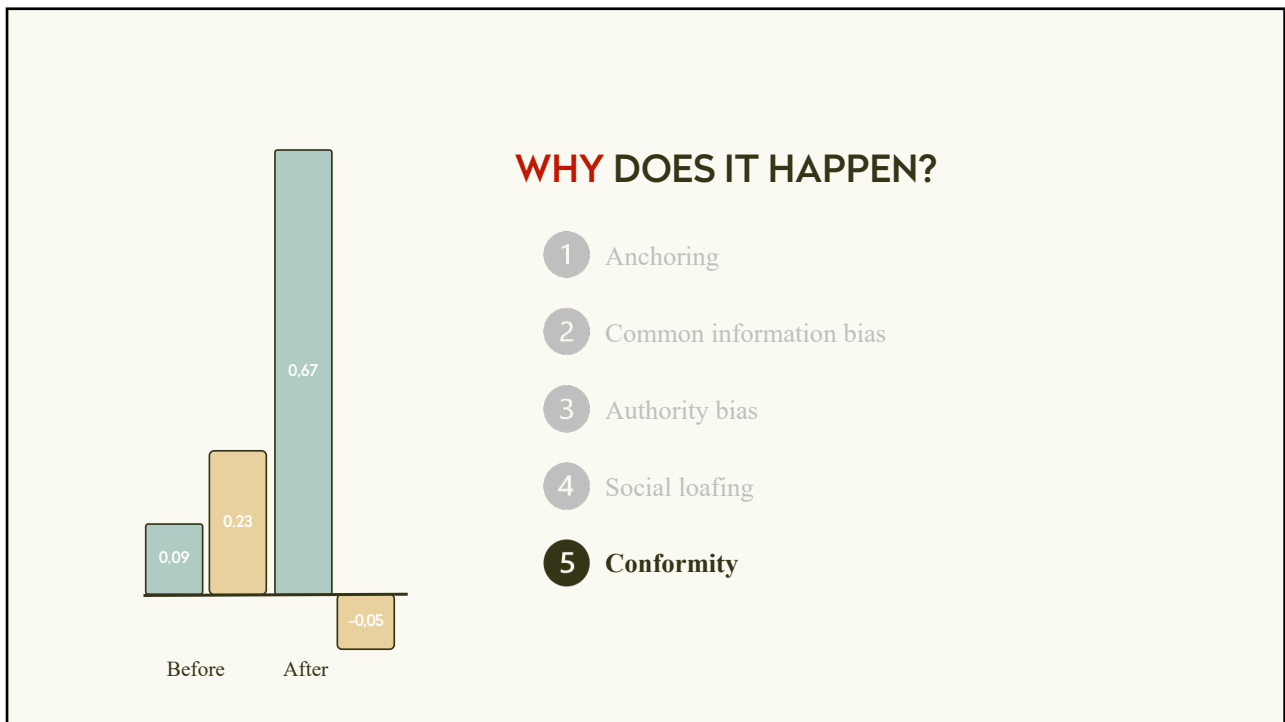
## HOW **amazon** COMBATS SOCIAL LOAFING

 **THE SIX-PAGER**  
Ideas are pitched using a **six-page memo** that everyone reads at the beginning of the meeting

 **THE PIZZA RULE**  
If a team can't be fed by two pizzas, it's too big



64



65



66





## 133 EXPERIMENTS

Cultural differences...  
... but people give in everywhere  
In a situation where ...

- 1) You are testing you eye sight
- 2) The answer is obvious
- 3) The others are unknown
- 4) There is no pressure

Bond, R., & Smith, P. B. (1996). Culture and conformity: A meta-analysis of studies using Asch's (1952b, 1956) line judgment task.

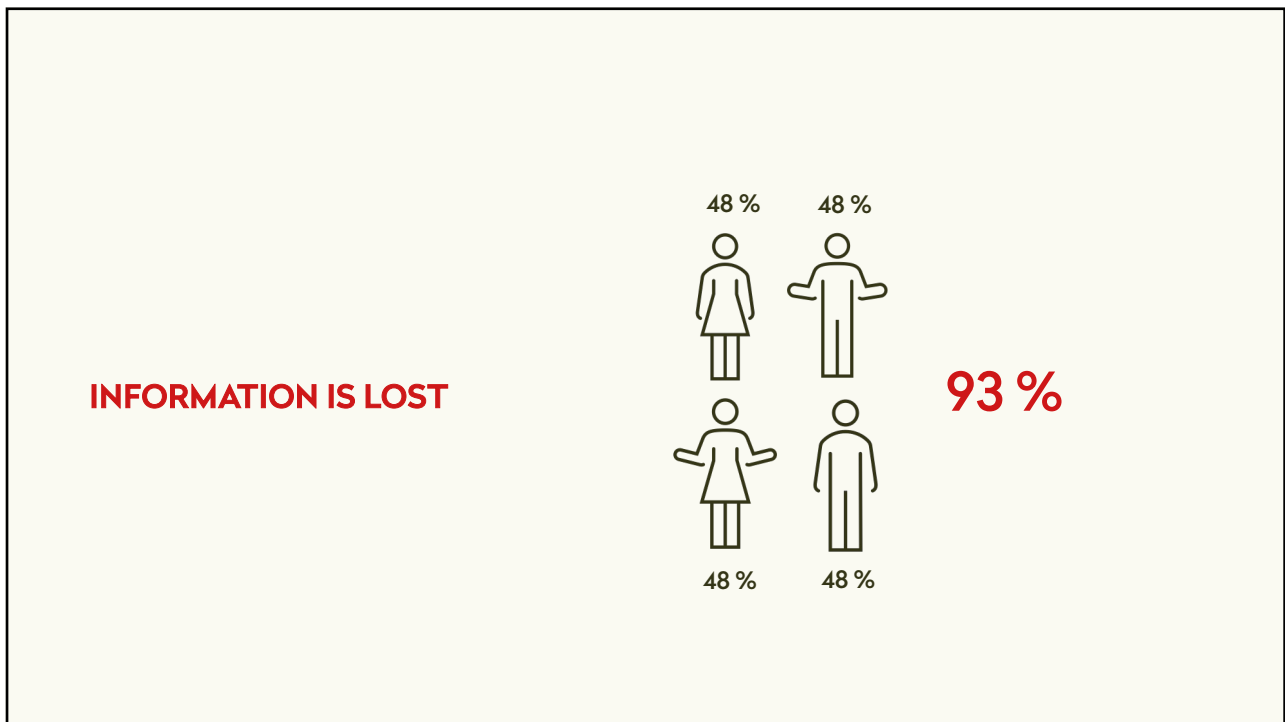
71

## INFORMATION IS LOST

In the last **important** meeting you  
attended, did you withhold  
**potentially useful** information?

48 %

73



74



75



80

## VULNERABLE SITUATIONS

- Ambiguity
- Unequal power or knowledge
- Time pressure

**CONFORMITY**  
CASS R. SUNSTEIN  
Bestselling author of Nudge

81

## WHAT MAKES **GROUPS GREAT**?

It is not about intelligence

.. neither of the average nor of the smartest person in the group

Instead it is about

... social sensitivity

... how evenly distributed talk time is

**WHAT YOU DO > WHO YOU ARE**

Woolley et al (2010) *Evidence for a Collective Intelligence Factor in the Performance of Human Groups*



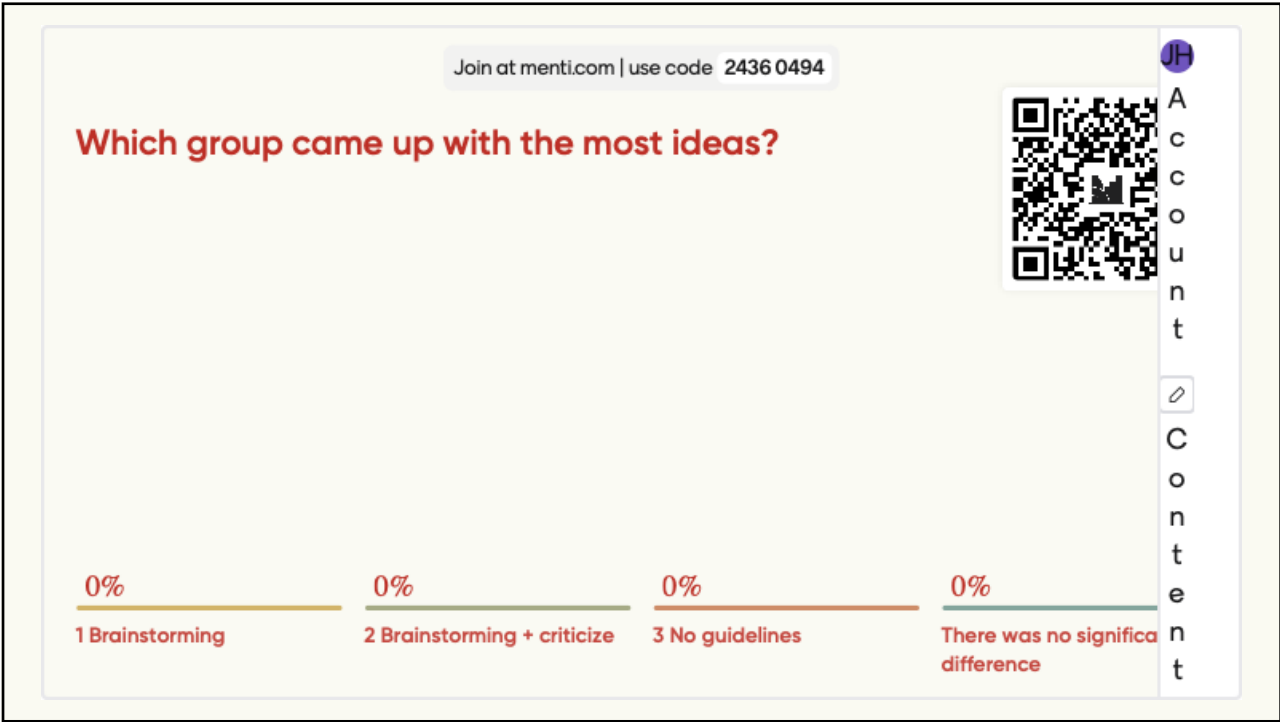
82

## WHAT MAKES **GROUPS GREAT**?

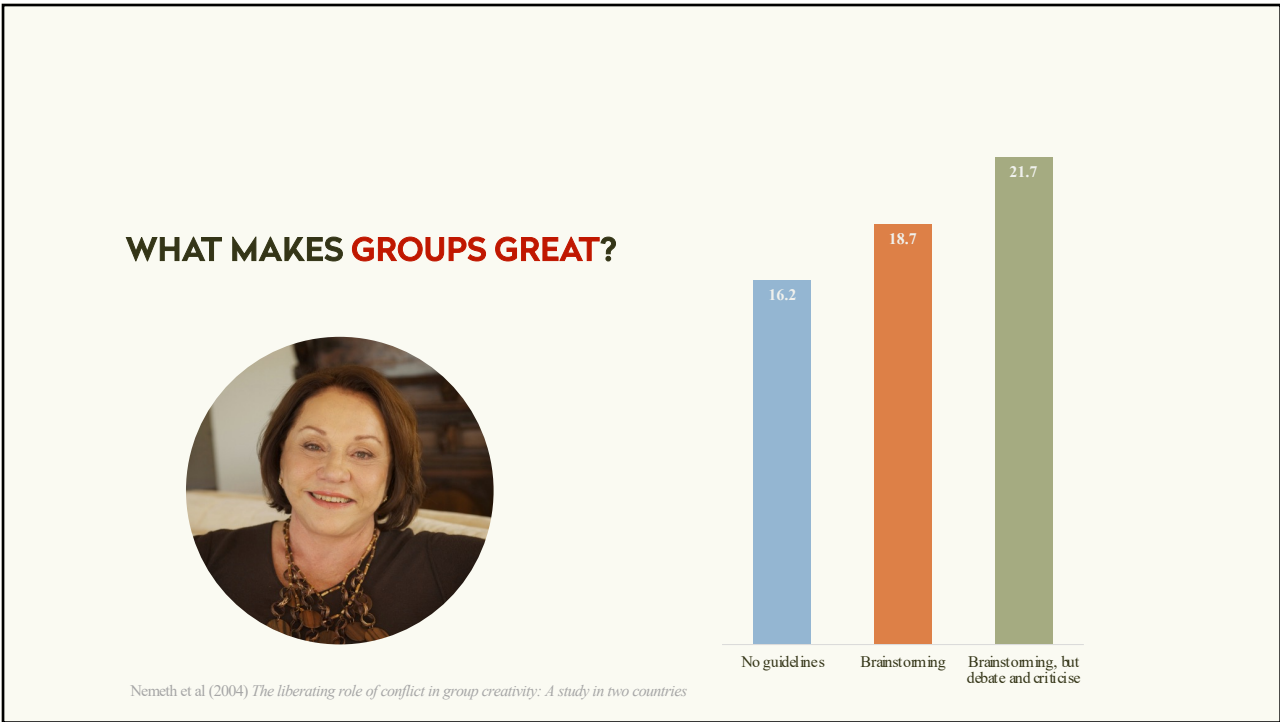
- 1 BRAINSTORMING
- 2 BRAINSTORMING + CRITICISE
- 3 NO GUIDELINES



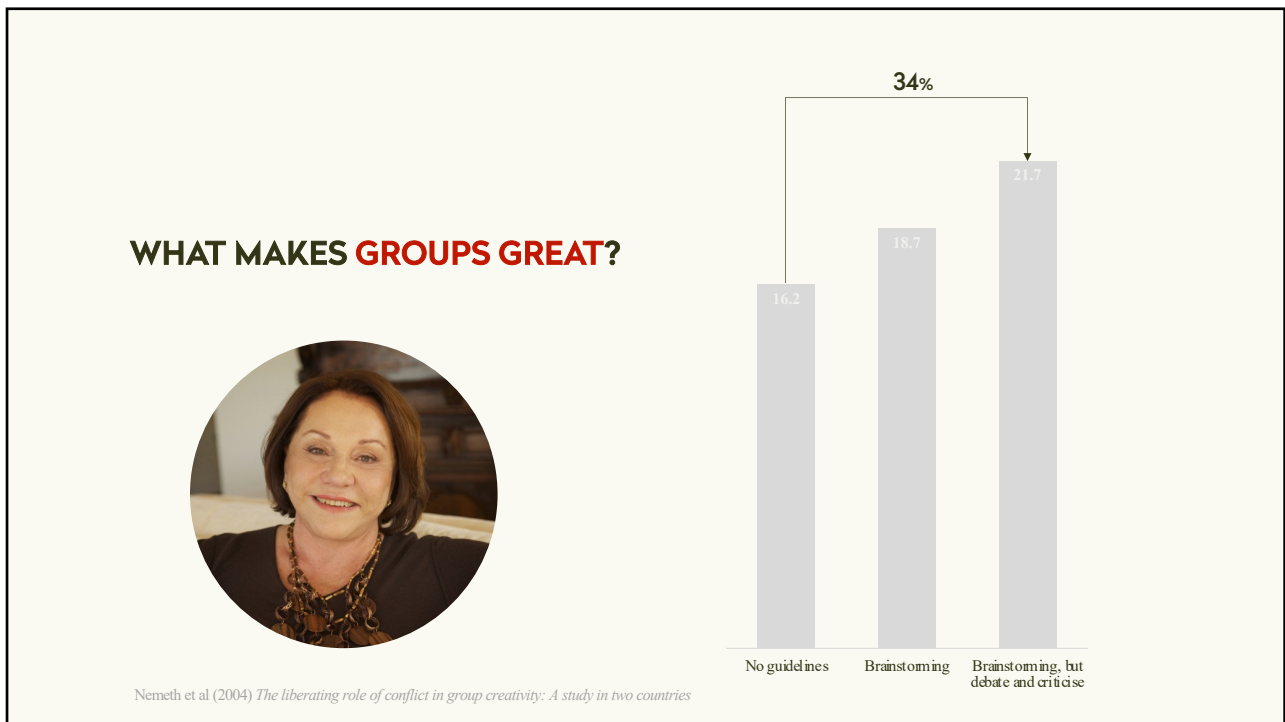
83



84




85



86

### WHAT MAKES GROUPS GREAT?



“The basic finding is that the encouragement of debate – and even criticism if warranted – appears to stimulate more creative ideas.

And cultures that permit and even encourage such expression of differing viewpoints may stimulate the most innovation.”

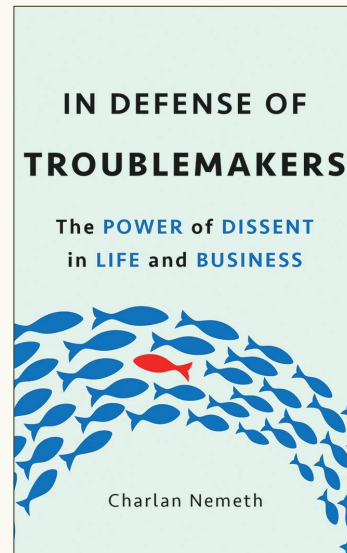
Nemeth et al (2004) *The liberating role of conflict in group creativity: A study in two countries*

87

## WHAT MAKES **GROUPS GREAT**?



Nemeth et al (2004) *The liberating role of conflict in group creativity: A study in two countries*



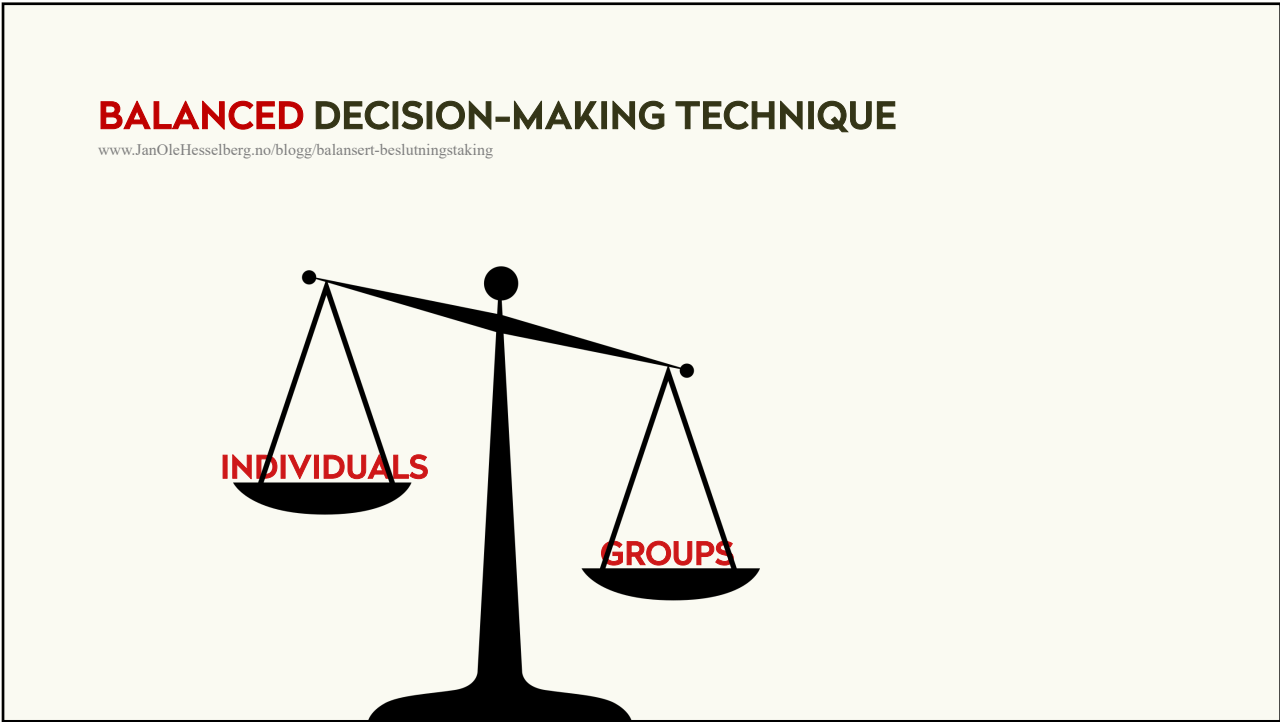
88

## DISAGREEMENT FOR BEGINNERS



- 1 ENCOURAGE SHARING**  
Get the arguments on the table – even when it hurts
- 2 LISTEN ACTIVELY**  
Be curious and show acceptance when someone disagrees
- 3 SHOW YOUR OWN FALLIBILITY**  
Give others the courage to do the same

93



95

**BALANCED DECISION-MAKING TECHNIQUE**  
[www.JanOleHesselberg.no/blogg/balansert-beslutningstaking](http://www.JanOleHesselberg.no/blogg/balansert-beslutningstaking)

STEPS

**1 Individual judgments before meeting**  
 Moderator reviews judgments before meeting  
 May be anonymous and can be shared with participants.

**2 Everyone presents arguments**  
**No conclusion talk allowed**  
 The ones with the most power talk last.

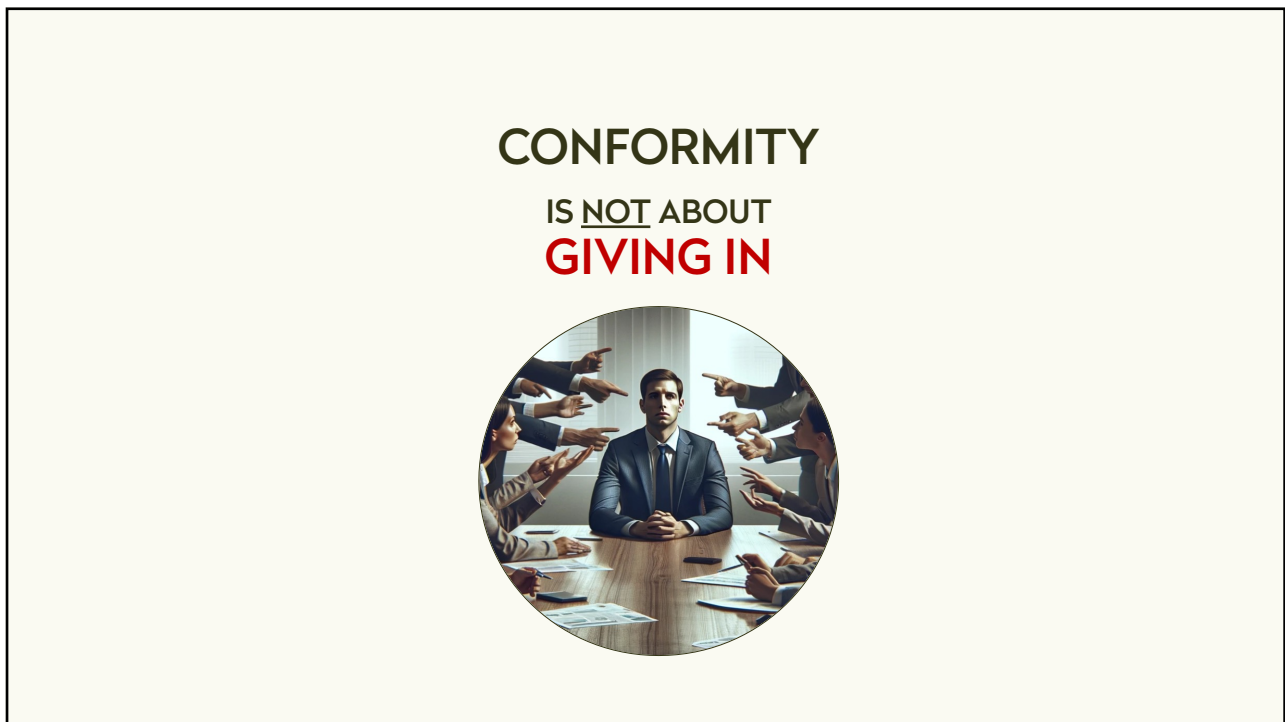
**3 Challenge judgments**  
 Discuss strength and weaknesses of the arguments. Debate and criticize.  
 Exercise: Devil's Advocate

**4 Vote**  
 Can be anonymous and does not have to be conclusive.  
 Exercise: Pre mortem

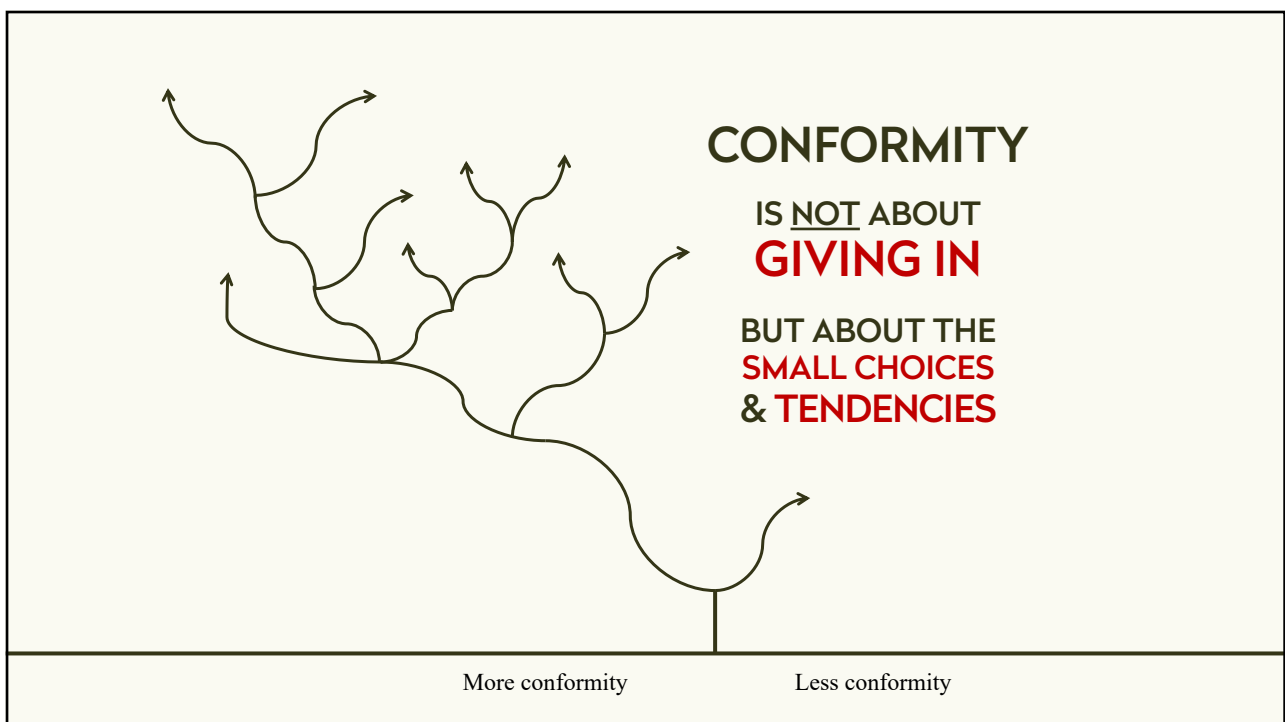
**A neutral moderator is preferred**  
 Preferably without self-interest and power

100





102



103

## CONFORMITY

### IS (MAINLY) A GOOD THING

Being able to make decisions  
is often better than making  
the **optimal** decision



104



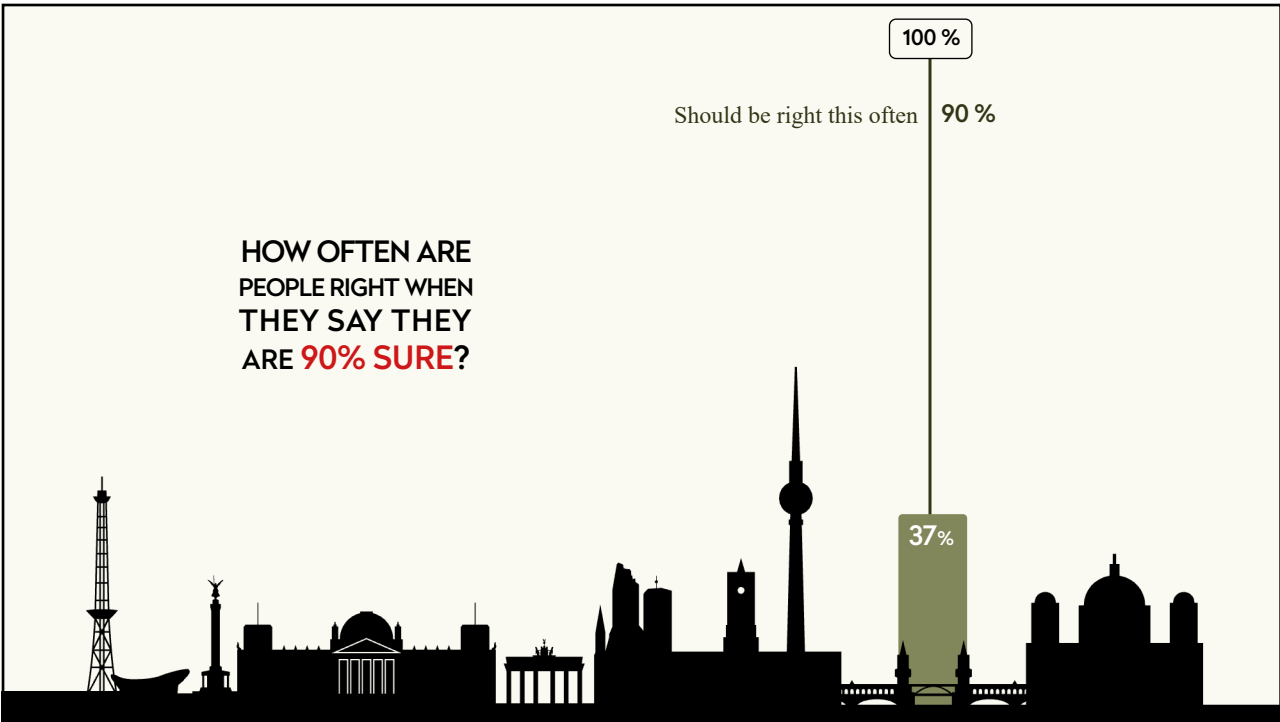
### TAKE HOME: GROUPTHINK

- 1 We look to and are affected by other people
- 2 Agreement and accuracy are not the same thing
- 3 Building an environment where it is **safe to disagree** is key ...  
... and Balanced Decision-Making Technique is one way to do it

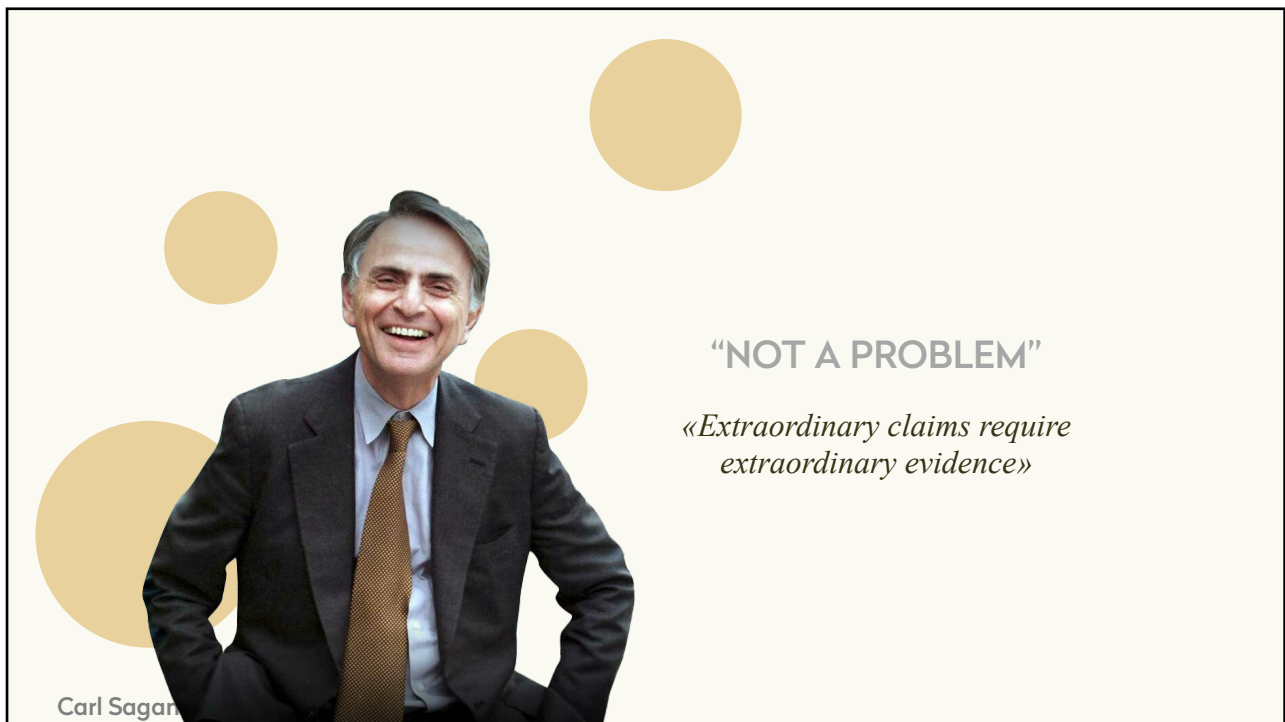
105



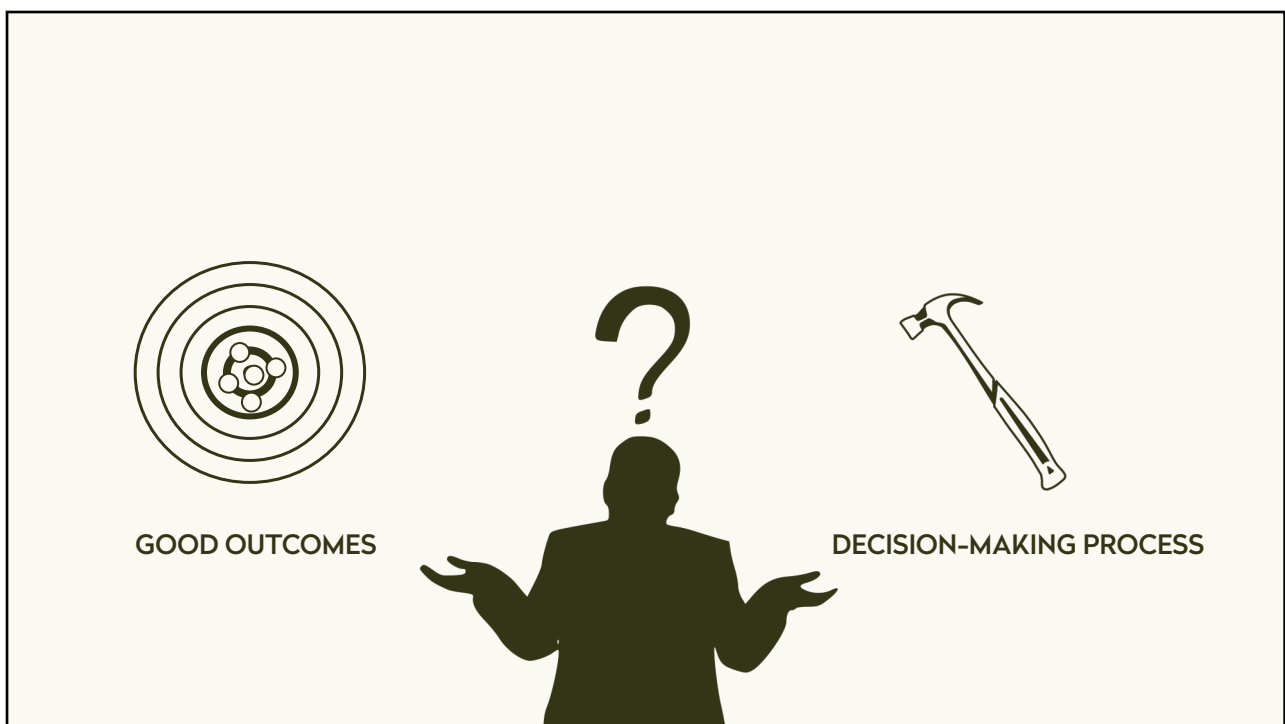
114



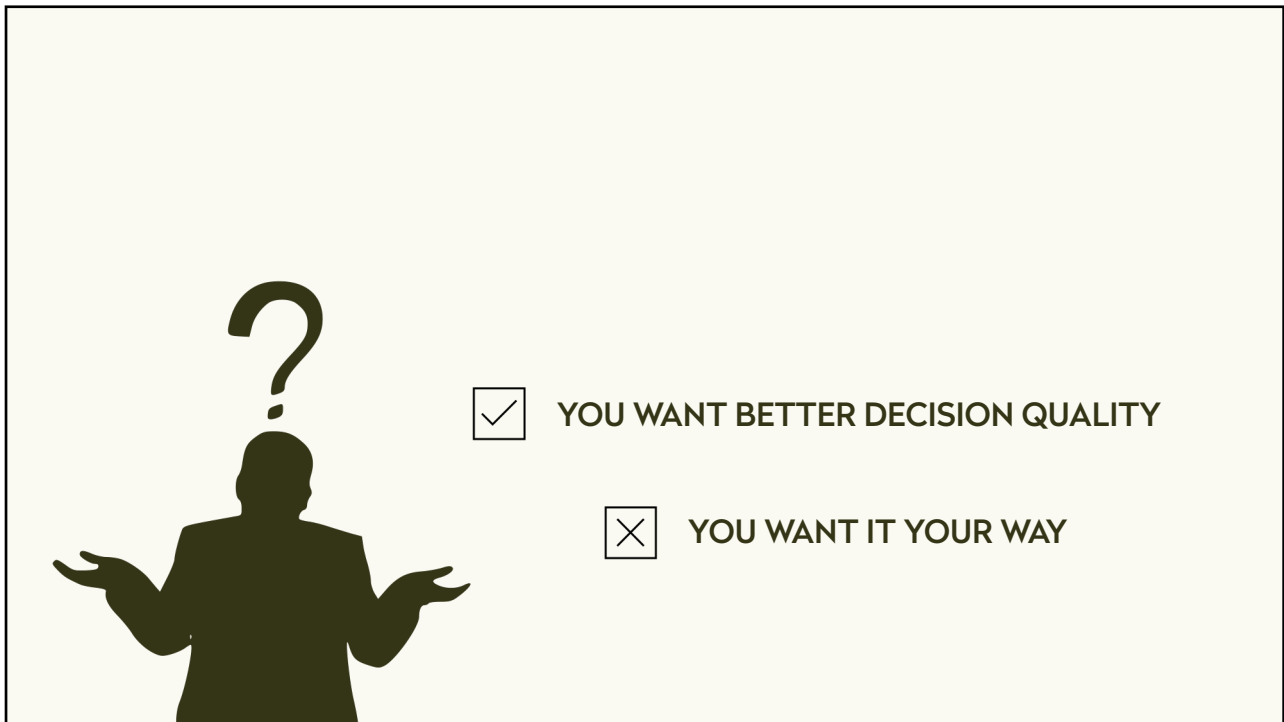
116



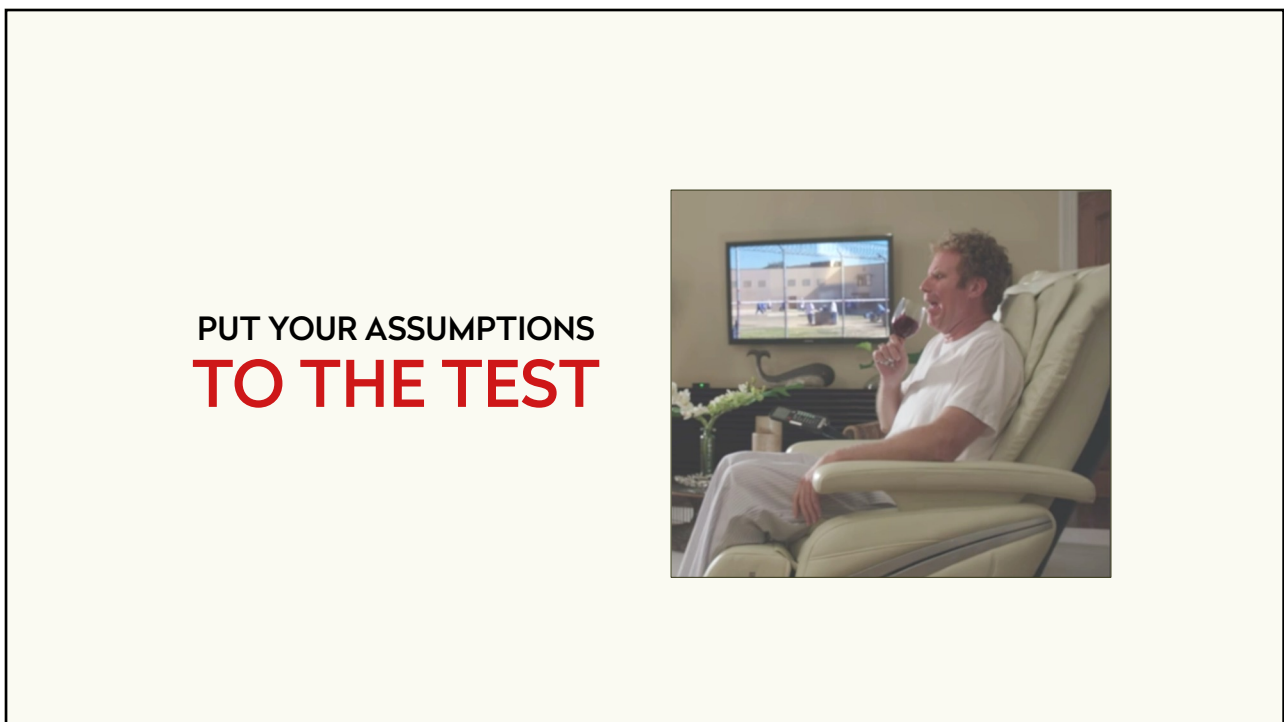
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119



121



123

# THANK YOU



LinkedIn



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