## 1) Availability bias: The instinct to rely on what you know or what has been most recently in the news. 2) Halo effect: When you write off the negative characteristics because you're mesmerized by the positive attributes. 3) Intuitive versus analytic methodologies: when you go with your gut. "I hate intuition," says Mudd. "It's dangerous and it makes me nervous." Mudd says making complex decisions is hard work. "It's a lot of fun to be an expert who bases their ideas on history and not a lot of fun to be an analyst who must always be assessing potential scenarios," he says. "Every time you go into a problem, and before you rip into data, ask yourself, 'Am I sure where I'm heading?" Correction: A previous version of this article had the headline "A Former CIA Director's Advice On How To Make Hard Decisions" Be in the Know. Subscribe to Fast Company Newsletters. Email Compass: Our Daily Newsletter Plugged In Co.Design Impact SIGN UP Privacy Policy ABOUT THE AUTHOR Stephanie Vozza is a freelance writer who covers productivity, careers, and

leadership. She's written for Fast Company since 2014, and her byline has appeared in several other leading publications and websites More

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