

THE ART OF THINKING CLEARLY By Rolf Dobelli

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Conclusion INTRODUCTION Rolf Dobelli's "The Art of Thinking Clearly" is a comprehensive catalog of 99 systematic errors in thinking—cognitive biases, logical fallacies, and psychological traps that lead us astray.

Drawing on behavioral economics, psychology, and philosophy, Dobelli provides a practical guide to recognizing and avoiding these mental pitfalls.

The Core Premise: - We make systematic errors in thinking - These errors are predictable - They affect everyone - Awareness helps us avoid them - Clear thinking is a learnable skill The book's purpose: - Identify common thinking errors - Understand why they occur - Learn to recognize them - Develop strategies to avoid them - Make better decisions Dobelli argues that: - Our brains evolved for survival, not truth - Mental shortcuts often mislead us - We're predictably irrational - Knowing these errors helps us think clearly - Better thinking leads to better outcomes The Book's Structure: - 99 short chapters - Each covers one thinking error - Real-world examples

- Practical advice - Easy to read and apply This book matters because: - Thinking errors cost us money, time, and happiness - They affect every decision - They're universal - They can be avoided - Clear thinking improves life PART 1: COGNITIVE BIASES (ERRORS 1-33) 1.

Survivorship Bias The Error: - Focusing on successes while ignoring failures - Seeing only what survived - Missing the full picture - Drawing wrong conclusions Example: - Studying successful entrepreneurs - Ignoring the thousands who failed - Concluding success is easy - Missing the role of luck The Lesson: - Look at the whole picture - Consider failures too - Don't just study survivors - Understand selection bias 2.

Swimmer's Body Illusion The Error: - Confusing selection with result - Thinking the activity created the trait - When actually the trait enabled the activity - Reversing cause and effect Example: - Swimmers have great bodies - Not because swimming creates them - But because people with great bodies become swimmers

- Selection, not causation The Lesson: - Don't confuse selection with result - Consider what came first - Question causal assumptions - Look for selection effects

3.

Clustering Illusion The Error: - Seeing patterns in random data - Finding meaning in noise - Believing in streaks - Underestimating randomness Example: - "Hot hand" in basketball - Believing streaks are real - When they're just random variation - Pattern-seeking brain misleads The

Lesson: - Randomness looks clustered - Don't see patterns where none exist - Understand probability - Accept randomness 4.

Social Proof The Error: - Assuming what others do is correct - Following the crowd - Conforming without thinking - Herd mentality Example: - Buying stocks everyone's buying - Eating at crowded restaurants - Following fashion trends - Assuming crowd knows best The Lesson: - Think independently

- Don't just follow others - Crowds can be wrong - Make your own decisions 5.

Sunk Cost Fallacy The Error: - Continuing because of past investment - Throwing good money after bad - Can't let go of sunk costs - Past costs shouldn't affect future

decisions Example: - Staying in bad relationship because of time invested - Continuing failing project because of money spent - Watching bad movie because you paid for ticket - Can't walk away The Lesson: - Sunk costs are gone - Make decisions based on future - Don't let past investment trap you - Be willing to cut losses 6.

Reciprocity The Error: - Feeling obligated to return favors - Even when unsolicited - Even when disproportionate - Manipulation through gifts Example: - Free samples create obligation - Small gifts lead to large purchases - Favors create debt - Hard to refuse The Lesson: - Recognize manipulation - Don't feel obligated - Unsolicited gifts don't create debt - Make independent decisions

7.

Confirmation Bias The Error: - Seeking information that confirms beliefs - Ignoring contradictory evidence - Interpreting ambiguously to support views - Filtering reality through beliefs Example: - Reading only news that agrees with you - Dismissing opposing arguments - Seeing what you expect to see - Reinforcing existing beliefs The Lesson: - Actively seek disconfirming evidence - Consider alternative views - Question your beliefs - Be genuinely curious 8.

Confirmation Bias (Part 2) The Error: - Experiments that only seek confirmation - Not trying to disprove hypothesis - Cherry-picking data - Ignoring failures Example: - Testing only cases that might confirm - Not looking for counterexamples - Remembering hits, forgetting misses - Biased research The Lesson: - Try to disprove, not just confirm - Look for counterexamples - Consider all data -

Be rigorous 9.

Authority Bias The Error: - Trusting authority figures too much

- Not questioning experts - Assuming credentials equal correctness - Blind obedience Example: - Following doctor's advice without question - Believing financial advisors - Trusting government officials - Deferring to titles The Lesson: - Question authority - Experts can be wrong - Think independently - Verify claims 10.

Contrast Effect The Error: - Judging by comparison, not absolute value - Context affects perception - Relative vs.

absolute evaluation - Manipulation through contrast

Example: - Expensive item makes moderate item seem cheap - Ugly person makes average person seem attractive

- Bad option makes mediocre option seem good -

Anchoring through contrast The Lesson: - Judge things independently - Don't let context distort value - Consider absolute worth - Beware manipulation 11.

Availability Bias The Error: - Judging frequency by ease of recall - Recent and dramatic seem more common - Personal experience outweighs statistics - Memory distorts probability

Example: - Fearing plane crashes after news coverage - Overestimating dramatic risks - Underestimating common risks - Vivid memories mislead The Lesson: - Don't judge by ease of recall - Seek statistical information - Don't overweight recent events - Use base rates 12.

The It'll-Get-Worse-Before-It-Gets-Better Fallacy The

Error: - Accepting excuse for failure - Believing things must get worse first - Giving more time when failing - Falling for unfalsifiable claims Example: - Therapist says you'll feel worse before better - Consultant says results take time - Guru says crisis precedes breakthrough - Unfalsifiable prediction The Lesson: - Demand clear metrics - Set time limits - Don't accept unfalsifiable claims - Be skeptical of excuses 13.

Story Bias The Error: - Preferring stories to facts - Creating narratives from data - Believing coherent stories - Ignoring statistics Example: - Anecdotes convince more than data - Case studies seem more real - Stories are memorable

- Facts are boring The Lesson: - Don't let stories override data - Anecdotes aren't evidence - Seek statistical

information - Be skeptical of narratives 14.

Hindsight Bias The Error: - "I knew it all along" - Past seems predictable in retrospect - Distorting memory of predictions - Overconfidence in foresight Example: - After event, claiming you predicted it - Outcomes seem inevitable - Forgetting your uncertainty - Rewriting history The Lesson: - Write down predictions - Track your accuracy - Acknowledge uncertainty - Don't rewrite history 15.

Overconfidence Effect The Error: - Overestimating your knowledge - Underestimating uncertainty - Thinking you're better than average - Illusion of control Example: - Most drivers think they're above average - Entrepreneurs underestimate failure risk - Investors overestimate returns - Experts are overconfident The Lesson: - Acknowledge

uncertainty

- Track your predictions - Calibrate your confidence -
Stay humble 16.

Chauffeur Knowledge The Error: - Confusing real
knowledge with performance - Sounding knowledgeable
without understanding - Memorizing vs.

comprehending - Surface vs.

deep knowledge Example: - Chauffeur memorizes
physicist's speech - Can deliver it perfectly - But doesn't
understand it - Sounds knowledgeable The Lesson: -
Distinguish real from fake knowledge - Test
understanding - Don't be fooled by performance - Seek
deep comprehension 17.

Illusion of Control The Error: - Believing you control what you don't - Overestimating your influence -

Superstitious behavior - False sense of power Example: - Pressing elevator button repeatedly - Lucky rituals -

Thinking you can beat the market - Illusion of skill The

Lesson: - Recognize what you don't control - Accept randomness - Don't create false control - Focus on what you can control

18.

Incentive Super-Response Tendency The Error: -

Underestimating power of incentives - Not considering what motivates people - Ignoring perverse incentives -

Surprised by predictable behavior Example: - Paying for quantity gets quantity, not quality - Rewarding activity gets activity, not results - Incentives drive behavior -

People respond to incentives The Lesson: - Consider incentives - Understand what drives behavior - Watch for perverse incentives - Align incentives with goals 19.

Regression to the Mean The Error: - Not understanding statistical regression - Creating causal stories for regression - Surprised by return to average -

Misinterpreting natural variation Example: - Great performance followed by average - Punishment after poor performance seems to work - Reward after great performance seems to fail - Statistical phenomenon, not causation The Lesson: - Understand regression to mean - Don't create false causal stories - Extreme results are often followed by moderate - This is statistics, not causation 20.

Outcome Bias The Error: - Judging decision by outcome,

not process

- Good outcome = good decision - Bad outcome = bad decision
- Ignoring role of luck Example: - Successful gamble seems smart - Failed calculated risk seems stupid
- Judging by results, not reasoning - Luck vs.

skill confusion The Lesson: - Judge decisions by process

- Not by outcome - Good decisions can have bad outcomes - Bad decisions can have good outcomes 21.

The Paradox of Choice The Error: - More choice seems better - Actually creates paralysis - Reduces satisfaction - Increases regret Example: - Too many options overwhelm

- Can't decide - Whatever chosen seems worse - Grass is greener

The Lesson: - Limit options - More isn't always better - Simplify choices - Be satisfied with good enough

22.

Liking Bias The Error: - Trusting people we like - Being influenced by attractiveness - Buying from friends - Charm overrides judgment

Example: - Attractive salespeople sell more - Friends' recommendations carry weight - Liking creates trust - Manipulation through likability The Lesson: - Separate liking from judgment - Don't let charm influence decisions - Evaluate objectively - Be aware of bias 23.

Endowment Effect The Error: - Overvaluing what you own - Selling price exceeds buying price - Mere ownership increases value - Loss aversion in action

Example: - Won't sell for what you wouldn't pay -

Attachment to possessions - Difficult to trade - Status quo

bias The Lesson: - Recognize endowment effect - Value things objectively - Don't overvalue possessions - Be willing to trade 24.

Coincidence The Error: - Seeing meaning in coincidence - Underestimating probability - Creating causal stories - Surprised by likely events Example: - Meeting someone you know in random place - Thinking of someone who then calls - Shared birthdays

- Improbable seems impossible The Lesson: - Coincidences are likely - Don't see meaning where none exists - Understand probability - Accept randomness 25.

Groupthink The Error: - Group consensus overrides individual judgment - Conformity pressure - Suppressing dissent - Collective delusion Example: - Committees

make bad decisions - No one speaks up - Everyone assumes others know better - Disastrous outcomes The Lesson: - Encourage dissent - Think independently - Question consensus - Speak up 26.

Neglect of Probability The Error: - Ignoring probabilities - Focusing on magnitude - Treating unlikely as impossible - Treating possible as probable Example: - Fearing plane crash (unlikely, dramatic) - Not fearing car crash (likely, common) - Buying lottery tickets - Ignoring base rates The Lesson: - Consider probabilities

- Don't just focus on magnitude - Use base rates - Think statistically 27.

Scarcity Error The Error: - Valuing scarce things more - Urgency creates irrationality - Fear of missing out -

Manipulation through scarcity Example: - "Limited time offer" - "Only 3 left" - Rare seems valuable - Scarcity creates desire The Lesson: - Don't let scarcity pressure you - Evaluate objectively - Resist urgency - Make calm decisions 28.

Base-Rate Neglect The Error: - Ignoring statistical base rates - Focusing on specific information - Stereotypes override statistics - Individual cases seem more relevant Example: - Cab problem (ignoring base rate of cab colors) - Medical diagnosis (ignoring disease prevalence) - Profiling (ignoring base rates) - Specific overrides general The Lesson: - Start with base rates - Combine with specific information - Don't ignore statistics - Use Bayesian reasoning

29.

Gambler's Fallacy The Error: - Believing past affects independent future events - "Due for a win" - Expecting balance in short run - Misunderstanding independence Example: - After several reds, betting on black - After losses, expecting win - Hot hand fallacy - Regression fallacy The Lesson: - Independent events are independent - Past doesn't affect future - Understand probability - Don't expect short-term balance 30.

The Anchor The Error: - First number influences estimates - Even when random - Even when irrelevant - Difficult to avoid Example: - Asking price anchors negotiation - Suggested donation affects giving - Initial estimate affects final - Random number influences The Lesson: - Be aware of anchors - Generate alternative anchors - Don't accept first number - Resist influence 31.

Induction The Error: - Generalizing from limited observations

- Assuming pattern will continue - Black swan problem - Past doesn't guarantee future Example: - Turkey fed every day - Expects feeding to continue - Until Thanksgiving - Past pattern breaks The Lesson: - Don't assume patterns continue - Limited observations don't prove rule - Black swans exist - Stay humble 32.

Loss Aversion The Error: - Losses hurt more than equivalent gains feel good - Risk-seeking to avoid losses - Risk-averse for gains - Drives many behaviors Example: - Holding losing stocks - Selling winning stocks too early - Refusing to cut losses - Escalation of commitment The Lesson: - Recognize loss aversion - Don't let it drive decisions - Cut losses - Frame neutrally 33.

Social Loafing The Error: - Working less in groups -
Diffusion of responsibility - Free-riding - Reduced
individual effort

Example: - Group projects - Committees - Team work -
Everyone assumes others will do it The Lesson: - Make
individual contributions visible - Assign specific
responsibilities - Monitor effort - Reduce group size

PART 2: SOCIAL AND EMOTIONAL BIASES

(ERRORS 34-66) 34.

Exponential Growth The Error: - Underestimating
exponential growth - Thinking linearly - Surprised by
compounding - Missing long-term implications Example:
- Compound interest - Population growth - Viral spread -
Technology advancement The Lesson: - Understand
exponential growth - Don't think linearly - Consider

long-term compounding - Plan accordingly 35.

Winner's Curse The Error: - Winning auction means overpaying - Winner paid more than anyone else -

Probably more than it's worth - Pyrrhic victory Example:

- Auction winner

- Bidding wars - Takeover battles - Overpaying to win

The Lesson: - Winning may mean losing - Set maximum price - Don't get caught in bidding war - Walk away if necessary 36.

Fundamental Attribution Error The Error: - Attributing others' behavior to character - Attributing own behavior to circumstances - Underestimating situational factors -

Overestimating dispositional factors Example: - They're late because they're irresponsible - I'm late because of

traffic - Double standard - Asymmetric attribution The Lesson: - Consider situational factors - Don't assume character - Apply same standard to self and others - Context matters 37.

False Causality The Error: - Confusing correlation with causation - Creating causal stories - Ignoring third variables - Reverse causation Example: - Ice cream sales and drowning (both caused by summer) - Correlation doesn't imply causation - Spurious relationships - Confounding variables

The Lesson: - Correlation "≠" causation - variables - Consider reverse causation - Be skeptical of causal claims 38.

Halo Effect The Error: - One positive trait influences

overall judgment - Attractive = good - Successful = smart
- Single trait creates halo Example: - Attractive people
seem more competent - Successful people seem more
intelligent - One strength implies others - Generalization
from single trait The Lesson: - Evaluate traits
independently - Don't let one trait influence others - Be
objective - Resist halo 39.

Alternative Paths The Error: - Focusing on what
happened - Ignoring what could have happened - Not
considering alternative outcomes - Outcome bias
Example: - Successful risk seems smart - Ignoring
possible bad outcomes - Luck vs.

skill - Survivorship bias The Lesson: - Consider
alternative paths - What could have happened?
- Don't just judge by outcome

- Acknowledge luck 40.

Forecast Illusion The Error: - Believing we can predict future - Overconfidence in forecasts - Ignoring uncertainty - Planning fallacy Example: - Economic forecasts - Weather predictions - Expert predictions - Usually wrong The Lesson: - Forecasts are unreliable - Acknowledge uncertainty - Don't over-rely on predictions - Plan for multiple scenarios 41.

Conjunction Fallacy The Error: - Thinking specific is more probable than general - Adding details increases believability - Violates probability rules - Linda problem Example: - Linda is bank teller AND feminist - Seems more probable than just bank teller - But can't be - Representativeness overrides logic The Lesson: - Specific

can't be more probable than general - Don't let details fool you - Understand probability - Resist representativeness
42.

Framing

The Error: - How options are presented affects choice -
Logically equivalent frames produce different decisions -
Gains vs.

losses - Context matters Example: - 90% survival vs.

10% mortality - Same information, different frames -

Different choices - Manipulation through framing The

Lesson: - Be aware of framing - Reframe to see clearly -

Don't let presentation influence you - Think independently

43.

Action Bias The Error: - Preferring action to inaction -
Even when inaction is better - Doing something feels
better - Activity " progress Example: -
penalty kicks - Staying still is often better - But feels
wrong - Action bias The Lesson: - Sometimes inaction is
best - Don't act just to act - Consider doing nothing -
Activity " progress 44 .

Omission Bias The Error: - Preferring harm through
inaction to harm through action - Sins of commission vs.
omission - Inaction feels less responsible

- But outcomes are same Example: - Not vaccinating
(inaction) vs.

vaccinating (action) - Same risk, different perception -

Inaction seems safer - But isn't The Lesson: - Inaction is

a choice - Evaluate outcomes, not actions - Don't prefer inaction by default - Consider consequences 45.

Self-Serving Bias The Error: - Taking credit for success - Blaming circumstances for failure - Protecting self-image - Asymmetric attribution Example: - Success = my skill - Failure = bad luck - Protecting ego - Distorted view The Lesson: - Be honest about causes - Give credit where due - Take responsibility for failures - Accurate self-assessment 46.

Hedonic Treadmill The Error: - Adapting to improvements - Returning to baseline happiness - Never satisfied - Chasing happiness Example: - Salary increase - New car - Bigger house - Happiness boost is temporary The Lesson: - Adaptation is inevitable - Material

improvements don't create lasting happiness - Focus on experiences and relationships - Gratitude matters 47.

Self-Selection Bias The Error: - Samples are not representative - Self-selected groups differ - Generalizing from biased sample - Misleading conclusions Example: - Online reviews (only motivated people write) - Surveys (only interested respond) - Volunteers differ from general population - Biased sample The Lesson: - Consider selection bias - Samples may not be representative - Don't generalize from self-selected groups - Seek representative data 48.

Association Bias The Error: - Associating messenger with message - Shooting the messenger - Blaming bearer of bad news - Confusing correlation with causation Example: - Disliking person who brings bad news -

Associating weather forecaster with weather - Blaming
doctor for diagnosis - Messenger "mess

The Lesson: - Separate messenger from message - Don't
shoot the messenger - Evaluate message independently -
Don't confuse association with causation 49.

Beginner's Luck The Error: - Early success creates
overconfidence - Luck seems like skill - Underestimating
difficulty - Regression to mean Example: - First
investment succeeds - Thinks investing is easy - Takes
bigger risks - Loses money The Lesson: - Early success
may be luck - Don't get overconfident - Understand
regression to mean - Stay humble 50.

Cognitive Dissonance The Error: - Discomfort from
conflicting beliefs - Changing beliefs to reduce discomfort

- Rationalizing decisions - Justifying behavior Example:
- Smoker knows smoking is bad - Rationalizes: "I'll quit later" - Reduces dissonance - Maintains behavior The Lesson: - Recognize cognitive dissonance - Don't rationalize - Face uncomfortable truths
- Change behavior, not beliefs 51.

Hyperbolic Discounting The Error: - Preferring immediate rewards - Discounting future too much - Present bias - Procrastination Example: - Choosing \$50 now over \$100 later - Eating dessert despite diet - Not saving for retirement - Present over future The Lesson: - Don't discount future too much - Consider long-term consequences - Delay gratification - Think long-term 52.

"Because" Justification The Error: - Accepting any reason

- "Because" makes request acceptable - Content of reason doesn't matter - Automatic compliance Example: - "Can I cut in line because I need to make copies?"

" - Works even with weak reason - "Because" triggers compliance - Mindless acceptance The Lesson: - Don't accept weak reasons - Evaluate justification - "Because" isn't enough - Think critically 53.

Decision Fatigue

The Error: - Quality of decisions deteriorates - After many decisions - Mental energy depletes - Default to easiest option Example: - Judges grant parole more after breaks - Shopping fatigue leads to poor choices - End of day decisions are worse - Depletion affects judgment The Lesson: - Make important decisions when fresh - Limit

daily decisions - Rest and recharge - Recognize fatigue

54.

Contagion Bias The Error: - Believing properties transfer

through contact - Magical thinking - Disgust response -

Irrational avoidance Example: - Won't wear Hitler's

sweater - Even after washing - Contact creates

contamination - Irrational but powerful The Lesson: -

Recognize magical thinking - Properties don't transfer -

Overcome irrational disgust - Think rationally 55.

The Problem with Averages The Error: - Averages hide

variation - Mean doesn't represent individuals - Ignoring

distribution

- Misleading statistics Example: - Average income (few

rich skew it) - Average temperature (extremes matter) -

Average person (doesn't exist) - Distribution matters The Lesson: - Look beyond averages - Consider distribution - Understand variation - Median may be better 56.

Motivation Crowding The Error: - External rewards reduce intrinsic motivation - Money crowds out meaning - Incentives backfire - Overjustification effect Example: - Paying for blood donation reduces donations - Rewarding hobby makes it work - Incentives reduce intrinsic motivation - Crowding out The Lesson: - Be careful with incentives - Don't crowd out intrinsic motivation - Meaning matters - Money isn't everything 57.

Twaddle Tendency The Error: - Talking nonsense - Using jargon to sound smart - Complexity hides lack of understanding - Bullshit Example: - Corporate speak

- Academic jargon - Consultant babble - Sounds impressive, means nothing The Lesson: - Demand clarity - Simple language - If you can't explain simply, you don't understand - Avoid twaddle 58.

Will Rogers Phenomenon The Error: - Moving items between groups changes both averages - Statistical artifact - Misleading improvement - Selection effect Example: - Moving weak students to lower class - Raises average of both classes - Looks like improvement - But isn't The Lesson: - Understand statistical artifacts - Moving between groups affects both - Don't be fooled by apparent improvement - Consider selection effects 59.

Information Bias The Error: - Seeking information even when it doesn't help - More information seems better - But can be worse - Paralysis by analysis Example: -

Researching endlessly - Not making decision -

Information overload - More isn't always better

The Lesson: - More information isn't always better -

Know when you have enough - Make decision - Avoid
paralysis 60.

Effort Justification The Error: - Valuing things more

because of effort invested - Sunk cost fallacy - IKEA

effect - Effort creates attachment Example: - Valuing

self-assembled furniture more - Hazing creates loyalty -

Difficult initiation increases commitment - Effort = value

The Lesson: - Don't confuse effort with value - Sunk

costs are sunk - Evaluate objectively - Don't let effort bias
you 61.

The Law of Small Numbers The Error: - Treating small

samples like large samples - Overinterpreting limited data
- Ignoring sample size - Hasty generalization Example: -
Few observations seem conclusive - Small samples show
extreme results - Generalizing from limited data - Sample
size matters The Lesson: - Small samples are unreliable -
Don't overinterpret limited data - Require larger samples

- Consider sample size 62.

Expectations The Error: - Expectations shape experience
- Placebo effect - Self-fulfilling prophecy - Perception
influenced by expectations Example: - Expensive wine
tastes better - Brand name seems higher quality -
Expectations affect experience - Perception isn't objective
The Lesson: - Recognize power of expectations - Try to
evaluate objectively - Blind testing - Don't let
expectations bias you 63.

Simple Logic The Error: - Ignoring simple logic -
Complicated explanations - Missing obvious -
Overthinking Example: - Complex theories for simple
phenomena - Occam's Razor - Simplest explanation often
correct - Don't overcomplicate The Lesson: - Start with
simple explanations - Don't ignore logic - Occam's Razor
- Simple is often correct 64.

Forer Effect

The Error: - Accepting vague statements as personally
meaningful - Barnum effect - Horoscopes and personality
tests - Seeing yourself in generalities Example: - "You
have a need for others to like you" - Applies to everyone -
Seems personally insightful - Vague = applicable The
Lesson: - Vague statements apply to everyone - Don't see
personal meaning in generalities - Be skeptical of

personality tests - Demand specificity 65.

Volunteer's Folly The Error: - Volunteering for tasks you shouldn't - Saying yes when should say no -

Overcommitting - Can't say no Example: - Taking on too much - Helping when shouldn't - Overextending yourself - Burnout The Lesson: - Learn to say no - Protect your time - Don't overcommit - Prioritize 66.

Affect Heuristic The Error: - Letting emotions guide judgment - Feelings override facts - Like/dislike determines beliefs

- Emotional reasoning Example: - Liking something makes it seem safe - Disliking makes it seem risky -

Emotions color judgment - Feelings "f" facts
Don't let emotions override facts - Separate feelings from

judgment - Evaluate objectively - Emotions are information, not truth PART 3: DECISION-MAKING ERRORS (ERRORS 67-99) 67.

Introspection Illusion The Error: - Believing we understand our own motivations - Introspection is unreliable - We don't know why we do what we do - Confabulation Example: - Asked why you chose something - You create plausible story - But it's not the real reason - We don't have access to our processes The Lesson: - Don't trust introspection too much - We don't know ourselves as well as we think - Observe behavior, not just thoughts - Be humble about self-knowledge 68.

Inability to Close Doors The Error: - Keeping options open - Fear of missing out - Can't commit - Opportunity cost

Example: - Dating multiple people - Multiple projects -
Can't choose - Spreading too thin The Lesson: - Close
doors - Commit to choices - Keeping options open has
costs - Focus is powerful 69.

Neomania The Error: - Overvaluing new - Undervaluing
old - Novelty bias - Chasing shiny objects Example: -
New technology - Latest trends - Innovation worship -
Old = bad The Lesson: - New isn't always better - Old
has survived for reason - Lindy effect - Value proven over
novel 70.

Sleeper Effect The Error: - Forgetting source of
information - Remembering message, not messenger -
Unreliable sources become credible over time - Memory
distortion Example: - Heard from unreliable source -

Initially discounted - Later remember information

- Forget it was unreliable The Lesson: - Remember source
- Unreliable sources stay unreliable - Don't let time make
bad sources credible - Track information sources 71.

Alternative Blindness The Error: - Not considering
alternatives - Focusing on presented options - Missing
other possibilities - Narrow framing Example: - Should I
do A or B?

- Missing option C - False dichotomy - Limited thinking
The Lesson: - Always consider alternatives - Don't accept
presented options as only ones - Think broadly - Generate
more options 72.

Social Comparison Bias The Error: - Comparing yourself
to others - Envy and dissatisfaction - Relative vs.

absolute - Keeping up with Joneses Example: -
Neighbor's new car - Friend's promotion - Social media
comparisons - Never satisfied The Lesson: - Don't
compare to others

- Focus on your own progress - Absolute vs.
relative - Gratitude matters 73.

Primacy and Recency Effects The Error: - Remembering
first and last - Forgetting middle - Order affects memory
- Position bias Example: - First impression - Last thing
said - Middle is forgotten - Order matters The Lesson: -
Be aware of position effects - Don't let order bias you -
Consider all information - Not just first and last 74.

Not-Invented-Here Syndrome The Error: - Rejecting
external ideas - Preferring own ideas - Pride and

ownership - Missing good ideas Example: - Company rejects outside innovation - Preferring internal solutions - Reinventing wheel - Pride over progress The Lesson: - Good ideas come from anywhere - Don't reject because not yours - Be open to external ideas - Humility helps

75.

The Black Swan The Error: - Not expecting rare events - Assuming past predicts future - Surprised by unprecedented - Induction problem Example: - Financial crisis - Pandemic - Rare but impactful events - "Never happened before" The Lesson: - Rare events happen - Past doesn't guarantee future - Prepare for unexpected - Build resilience 76.

Domain Dependence The Error: - Not transferring

knowledge across domains - Compartmentalized thinking

- Missing connections - Narrow application Example: -

Understanding probability in one context - Not applying

in another - Knowledge doesn't transfer - Siloed thinking

The Lesson: - Transfer knowledge across domains - Look

for connections - Apply broadly - Think holistically 77.

False-Consensus Effect The Error: - Overestimating how

much others agree

- Assuming others think like you - Projection - Echo

chamber Example: - Thinking your views are common -

Surprised by disagreement - Assuming consensus -

Bubble thinking The Lesson: - Others don't think like you

- Don't assume consensus - Seek diverse views -

Challenge assumptions 78.

Falsification of History The Error: - Rewriting past - Memory distortion - Hindsight bias - Narrative creation Example: - Remembering past differently - Creating coherent story - Forgetting contradictions - Distorted history The Lesson: - Memory is unreliable - Write things down - Don't trust recollection - Verify with records 79.

In-Group Out-Group Bias The Error: - Favoring your group - Discriminating against others - Tribal thinking - Us vs. them

Example: - Sports teams - Political parties - Nationalities - Any group membership The Lesson: - Recognize tribal bias - Evaluate individuals - Don't stereotype - Overcome

tribalism 80.

Ambiguity Aversion The Error: - Preferring known risks to unknown - Avoiding ambiguity - Missing opportunities - Fear of unknown Example: - Choosing known probability over unknown - Avoiding uncertain situations - Preferring familiar - Missing better options The Lesson: - Don't avoid ambiguity automatically - Unknown isn't always worse - Evaluate objectively - Embrace some uncertainty 81.

Default Effect The Error: - Sticking with default option - Status quo bias - Inertia - Path of least resistance Example: - Default settings - Organ donation (opt-in vs. opt-out) - Retirement savings

- Defaults matter enormously The Lesson: - Don't just

accept defaults - Make active choices - Defaults aren't necessarily best - Think independently 82.

Fear of Regret The Error: - Avoiding decisions to avoid regret - Paralysis - Omission bias - Playing it safe

Example: - Not investing (might lose money) - Not asking someone out (might be rejected) - Not trying

(might fail) - Inaction to avoid regret The Lesson: -

Inaction also creates regret - Don't let fear paralyze you -

Act despite uncertainty - Regret of inaction often worse

83.

Salience Effect The Error: - Focusing on prominent

features - Ignoring less obvious - Attention bias -

Missing important details Example: - Focusing on price,

ignoring quality - Noticing dramatic, missing important -

Salient features dominate - Missing subtle The Lesson: -

Don't just focus on salient

- Look for less obvious
- Important isn't always prominent
- Dig deeper 84.

House-Money Effect The Error: - Taking more risks with "house money" - Treating winnings differently - Mental accounting - Money is money Example: - Gambling with winnings - Spending windfall differently - Treating bonus as "free money" - Irrational risk-taking The Lesson: - Money is money - Don't treat winnings differently - Avoid mental accounting - Evaluate risks objectively 85.

Procrastination The Error: - Delaying tasks - Present bias - Hyperbolic discounting - Future self problem Example: - Putting off important tasks - Doing urgent over important - Deadline pressure - Chronic delay The

Lesson: - Do important tasks first - Don't wait for motivation - Use systems and deadlines - Overcome present bias

86.

Envy The Error: - Wanting what others have - Comparison creates suffering - Zero-sum thinking - Destructive emotion Example: - Neighbor's success - Friend's possessions - Others' achievements - Feeling diminished The Lesson: - Don't compare - Focus on your own path - Abundance mindset - Gratitude helps 87.

Personification The Error: - Attributing human qualities to non-human - Seeing intention where none exists - Anthropomorphism - False agency Example: - "The market wants..."

" - "Nature intends...

" - "Evolution designed...

" - Inanimate objects don't have intentions The Lesson: -
Don't personify - No intention in nature - Avoid
anthropomorphism - Think clearly 88.

Illusion of Attention The Error: - Thinking you notice
everything

- Missing obvious - Inattentional blindness - Selective
attention Example: - Gorilla in basketball game -
Missing obvious changes - Focused attention misses other
things - We don't see as much as we think The Lesson: -
You don't notice everything - Attention is selective -
Missing obvious is common - Stay humble about
perception 89.

Strategic Misrepresentation The Error: - Deliberately underestimating costs - Overestimating benefits - Getting project approved - Lying to self and others Example: - Project proposals - Budget estimates - Timeline predictions - Deliberate optimism The Lesson: - Recognize strategic misrepresentation - Demand realistic estimates - Add buffer - Don't trust optimistic projections 90.

Overthinking The Error: - Analyzing too much - Paralysis by analysis - Losing intuition - Worse decisions from too much thought

Example: - Simple decisions - Overthinking ruins them - Trust intuition sometimes - Analysis isn't always better The Lesson: - Don't overthink simple decisions - Trust intuition sometimes - Know when to stop analyzing -

More thought isn't always better 91.

Planning Fallacy The Error: - Underestimating time and costs - Overestimating benefits - Optimism bias - Inside

view Example: - Projects take longer than expected -

Cost more than budgeted - Benefits less than hoped -

Consistent pattern The Lesson: - Take outside view - Use reference class forecasting - Add buffer - Plan

pessimistically 92.

Deformation Professionnelle The Error: - Seeing

everything through professional lens - Hammer sees nails

- Narrow perspective - Missing other views Example: -

Surgeon recommends surgery - Lawyer sees legal issues -

Economist sees incentives

- Professional bias The Lesson: - Don't see everything

through one lens - Seek diverse perspectives - Recognize professional bias - Think broadly 93.

Zeigarnik Effect The Error: - Unfinished tasks occupy mind - Completed tasks are forgotten - Mental burden - Distraction Example: - Uncompleted projects - Unresolved issues - Mental clutter - Can't focus The Lesson: - Complete tasks - Close loops - Reduce mental burden - Finish or forget 94.

Illusion of Skill The Error: - Believing you have skill when you don't - Luck seems like skill - Overconfidence - Randomness misattributed Example: - Stock picking - Market timing - Gambling - Luck vs.

skill confusion The Lesson: - Distinguish luck from skill - Be humble about abilities - Track your accuracy -

Recognize randomness 95.

Feature-Positive Effect The Error: - Noticing presence, not absence - Missing what's not there - Attention to positive features - Ignoring negative space Example: - Noticing what's included - Missing what's excluded - Seeing action, not inaction - Presence over absence The Lesson: - Look for what's missing - Absence matters - Consider what's not there - Negative space is important 96.

Cherry Picking The Error: - Selecting favorable data - Ignoring unfavorable - Confirmation bias - Biased sample Example: - Citing only supporting studies - Ignoring contradictory evidence - Selective reporting - Misleading conclusions The Lesson: - Consider all data - Don't cherry pick - Look for contradictory evidence - Be

comprehensive

97.

Fallacy of the Single Cause The Error: - Attributing to one cause - Ignoring multiple factors - Oversimplification - Complex reality Example: - "The reason for success is...

" - Single factor explanations - Ignoring complexity - Oversimplified causation The Lesson: - Multiple causes usually exist - Don't oversimplify - Consider complexity - Avoid single-cause thinking 98.

Intention-to-Treat Error The Error: - Judging by intention, not actual treatment - What was planned vs.

what happened - Ignoring reality - Wishful thinking

Example: - Planned to exercise - Didn't actually do it -

Counting intention as action - Self-deception The Lesson:

- Actions matter, not intentions - What actually happened?

- Don't count plans as achievements - Reality over intention 99.

News Illusion The Error: - Consuming news creates illusion of understanding

- News is mostly irrelevant - Wastes time - Creates anxiety Example: - Daily news consumption - Feeling informed - Actually learning little useful - Mostly noise

The Lesson: - Most news is irrelevant - Focus on what matters - Read books, not news - Reduce news consumption KEY PRINCIPLES FOR CLEAR

THINKING The Foundation Self-Awareness: -

Recognize you have biases - Everyone does - Awareness

is first step - Humility helps Systems Over Willpower: -

Don't rely on avoiding biases - Create systems that prevent

them - Structure decisions - Reduce reliance on judgment

The Practices Slow Down: - Don't rush important

decisions - Take time to think - Sleep on it - Calm

deliberation Seek Disconfirming Evidence: - Don't just

look for support - Actively seek contradictions -

Challenge your beliefs

- Be genuinely curious Use Checklists: - Systematic

approach - Don't rely on memory - Reduce errors -

Proven effective Get Diverse Perspectives: - Don't decide

alone - Seek different views - Challenge groupthink -

Wisdom of crowds (sometimes) Track Your Decisions: -

Write down predictions - Review outcomes - Learn from mistakes - Calibrate confidence

The Mindset

Humility: - You're not as rational as you think - Biases affect everyone - Stay humble - Keep learning

Skepticism:

- Question claims - Demand evidence - Don't accept at face value - Think critically

Long-Term Thinking:

- Consider future consequences - Don't just focus on immediate - Think years, not days - Compound effects

HOW TO APPLY THIS BOOK IN YOUR LIFE

Daily Practice

Morning: - Which biases might affect me today?

- What important decisions do I face?

- How can I structure them better?

- What's my intention?

Throughout Day: - Notice when biases appear - Pause before deciding - Consider alternatives - Seek diverse input Evening: - What biases did I notice?

- What decisions did I make?

- What could I improve?

- What did I learn?

Specific Applications In Investing: - Avoid common biases - Don't chase performance - Diversify - Think long-term - Use systematic approach In Career: - Make decisions systematically - Don't rely on intuition alone -

Seek feedback - Track outcomes - Learn from mistakes

In Relationships: - Recognize attribution errors - Don't assume intentions - Consider context - Communicate

clearly - Avoid projection In Health: - Don't ignore base

rates - Seek second opinions

- Question authority - Make informed decisions - Avoid availability bias

Building the Skill

Month 1: Awareness - Learn the biases - Notice them in yourself - Recognize them in others - Build awareness

Month 2: Prevention - Create systems - Use checklists - Structure decisions - Reduce reliance on judgment

Month 3: Improvement - Track decisions - Review outcomes - Learn from mistakes - Calibrate confidence

Ongoing: Mastery - Continuous learning - Refining systems - Staying humble - Never stop improving

CONCLUSION "The Art of Thinking Clearly" provides a comprehensive catalog of thinking errors that affect us all.

Rolf Dobelli's 99 biases offer a practical guide to recognizing and avoiding the mental traps that lead to poor

decisions.

Key Takeaways We're Predictably Irrational: - Systematic errors in thinking - Affect everyone - Predictable patterns - Can be avoided

Awareness Helps: - Knowing biases reduces their power - Not completely, but significantly - First step is recognition - Humility is essential **Systems Beat Willpower:** - Don't rely on avoiding biases - Create systems that prevent them - Structure decisions - Reduce judgment calls

The Transformative Power Clear thinking transforms: - Your decisions - Your investments - Your career - Your relationships - Your life **The Journey Ahead** Improving thinking is ongoing: - Learn the biases - Notice them - Create systems - Track results - Keep improving **The Ripple Effect** Better thinking affects: - Your outcomes -

Your relationships - Your success - Your happiness -

Your legacy Final Thoughts We all make thinking errors.

The question isn't whether you have biases—you do.

The question is: will you recognize and compensate for them?

Start today: - Learn one bias - Notice it in yourself -

Create a system to avoid it - Track your improvement -

Continue learning Bias by bias, decision by decision, you'll think more clearly.

Welcome to the art of thinking clearly.