



## #72 Consensus bias

We should check our position with our colleagues because perhaps we missed something. This is often the result of different levels of awareness among colleagues. To increase the effectiveness of meetings, we should describe a clear agenda for each meeting, and before discussing each topic, tell our colleagues everything we know. This will make sure that we are using the same information.

## #74 Dunning-Kruger effect

Often meetings are delayed, and important issues fade into the background due to the incompetence of our colleagues. Usually, we can solve such a problem by assigning someone more competent to draw up the agenda and take over the moderation of the meeting.

## #70 Social desirability bias

Colleagues want to avoid possible conflicts because of the increased severity of the issues that need to be resolved.

## #94 Information bias

Colleagues avoid responsibility for making difficult decisions. Consequently, the decisions are postponed as long as possible.

## #95 Law of triviality

Sometimes colleagues may simply not notice how much time is spent discussing details. This is especially true if these details are discussed by technical experts who are strongly attracted to thinking about "how exactly to implement this." In such cases, we can resolve the issue by appointing a moderator who will follow the agenda and limit the time to discuss issues.

## #22 Framing effect

Sometimes a problem can arise because of one word that is difficult to fit into the vocabulary of a colleague. I once spent more than two hours discussing the details of a large project just because the word "approval" was too heavy in the partner's world than in my diagram. We saved many hours by simply replacing that word with "pass."

## #61 The Magical Number 7+-2

Perhaps the problem is in the very structure of the agenda. For example, if the agenda consists of 40 items, colleagues will not take it seriously even before the meeting begins. Consequently, they will talk about issues as long as they want because "we still won't have time to discuss everything today." Therefore, we should limit the issues to be discussed on the agenda. If there are many questions, they should be categorized and discussed in a series of meetings.