



### #56 Not invented here

Perhaps colleagues do not want to use ready-made solutions because they were created in companies, countries, nations, etc. that are unpleasant to them. In addition to the reasons stated in the description of the bias itself, we can find other reasons in [#45 Stereotype, #98 Implicit stereotypes](#).

Also, such problems can be observed due to the idiosyncratic preferences (taste preferences) of colleagues. Often, issues like these are too delicate to be explicitly discussed. Therefore, the manager has two options of action that can be taken (in exact order): 1. The manager can publicly announce the problems arising from the rejection of ready-made solutions. The emphasis can be on data and potential damage (or lost benefit) for the next 3-6 months ([#21 Distinction bias](#)). 2. If the first option did not lead our colleagues to revise their positions, that means they put their ego higher than the team's interests. Consequently, we can move on to more direct actions, namely, to openly identify the problem that we see in the colleague's position and ask him/her to reconsider it as soon as possible. This option is highly likely to lead to reactance.

### #91 Reactance

Colleagues think that our decisions are violating their egos or "professional freedom." Often, in such cases, adherence to principles and colleagues' sharp reaction is a defense mechanism, a manifestation of weakness and concern for their positions.

### #68 Pro-innovation bias

Perhaps our colleague came up with his own method of work or a solution to some issue. At first, it seemed to him that the method was very effective, but later, he stopped noticing the approach's damage (or low effectiveness). Usually, such problems are "treated" based on the data and discussion of the actual results of the "invention."

### #4 Mere-exposure effect

Sometimes, when we need colleagues to change working methods that they're familiar with (e.g. the software they use), they are ready to fight "for every inch" ([#46 Functional fixedness](#)). Often, sticking to familiar methods is a way to hide their laziness to learn new things. Labeling the issue and public discussion with illustrative examples of gains and losses can help shift the status quo.

### #48 Authority bias

Sometimes, the stubbornness of our colleagues can be based on the publicly expressed opinion of the authority. Such an authority can be a representative of our top management, for example, our CEO. Most often, problems arise when our colleagues distort the message of leadership, interpreting it as an argument in defence of their position. This is why management must be very careful about what they say in every interaction with colleagues.