

## EXAMPLES OF FAILURE SCENARIOS TO AVOID

I'll sketch out a fictional scenario on how we can produce a failure.

Suppose our client is  $X$  a mature man and his life satisfaction is low. It turns out that he is bitter about his past and filled with bitter resentment and vengeful anger towards all sorts of characters in his life.

He uses our software service and we detect this by questionnaires and we have a package of things  $z_1, \dots, z_k$  that we recommend. We're not charging all that much ourselves and our recommendations are simple and clear.

Now the man is quite taken by our recommendations. He goes through  $z_1, \dots, z_k$  and then he spends \$10,000 and two years of efforts (independently of us) to implement  $z_1, \dots, z_k$  in his life. Maybe he finds a psychoanalyst, puts efforts into writing self-history narratives, etc. and two years pass by quickly.

Our problem is when all this happens and *there is no significant improvement to his life satisfaction*. This is a great failure for us. It means that our  $z_1, \dots, z_k$  were wrong answers for him.

Avoiding these failures is the central challenge of my efforts. The only way to avoid failures of this type is to take statistical models seriously and not playing know-it-all ourselves. A disciplined scientific approach is the only way to avoid uncontrolled failures of this type.