Common (and unwitting) cognitive errors that impact the search process:

- Negative AND positive stereotypes
- Assumptions/"psychoanalyzing the candidate"
- Raising the bar/shifting the standards
- Wishful thinking/personal opinions
- Elitism
- Self-fulfilling prophecy (channeling)
- First impressions
- Seizing a pretext
- Longing to clone
- Character over context
- Good fit/Bad fit & other “trump cards”
- Premature ranking/Digging in
- Provincialism
- Yielding to momentum of the group

Organizational dysfunctions that exacerbate cognitive errors:

- Overloading and Rushing
- Absence of Reminders and Monitoring
- No Coaching and No Practice
- No One Accountable
- No Ground Rules
- Lack of Debriefing and Systematic Improvement

Rising above cognitive errors and remedying organizational dysfunction:

- Constant self-correction – individuals/committees
- Gather non-stereotypical information & evidence
- Coaching, preparation, reminders
- Avoid numerical rankings
- Ground rules & preparation for evaluation
- Avoid solo situations
- Diverse committee; non-voting process person
- Continuous practice
- Use matrix for keeping members on track
- Personal relationships to diminish social distance
- Slow down; don’t overload; provide assistance
- Insist on “show me evidence”
- Incorporate accountability into processes
- Constant attention to improvement: debriefing