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

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

Organizational dysfunctions that exacerbate cognitive errors:

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

Rising above cognitive errors and remedying organizational dysfunction:

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