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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

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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

* From "Rising Above Cognitive Errors: Guidelines for Search, Tenure Review, and Other Evaluation Committees," JoAnn Moody (2007). See www.diversityoncampus.com.