

MARGARET HEFFERNAN



**WILFUL
BLINDNESS**

Civil Service
College

9 November
2011



Google™



Like







vitaminwater^{GLACÉAU}

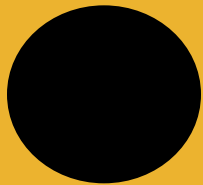


QuickTime™ and a
Sorenson Video 3 decompressor
are needed to see this picture.

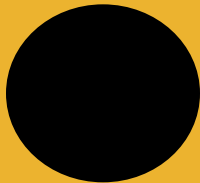
Orthodoxies



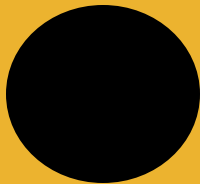
Orthodoxies



SEEK CONFIRMATION



DISCOUNT DISCONFIRMING DATA

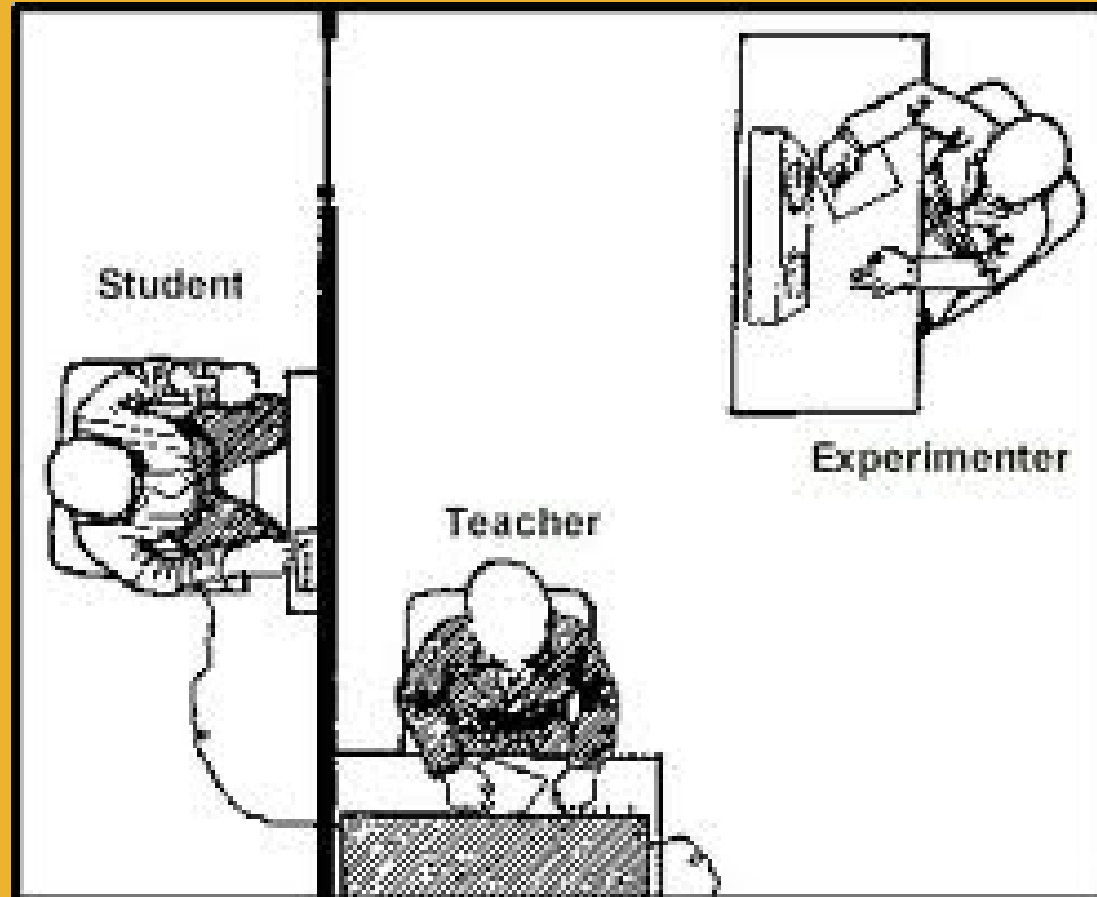


SHAPE BELIEFS

Organizational Silence



Obedience

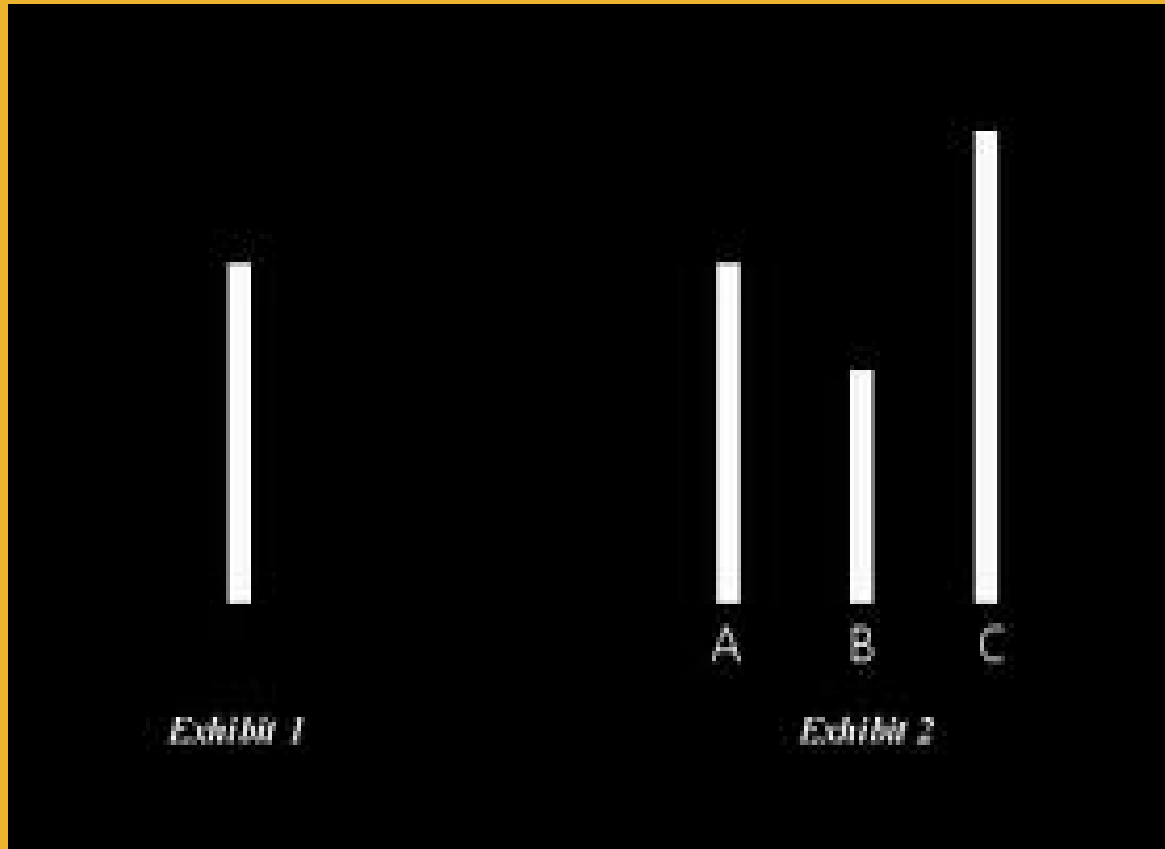


Obedience

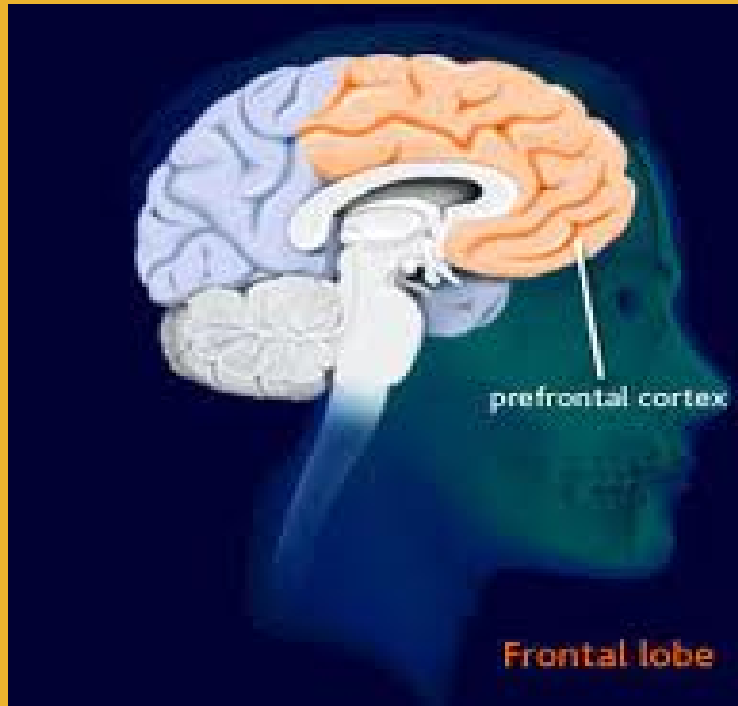
“It would not be true to say that a person acting under authority loses his moral sense. Instead, it acquires a radically different focus....What the experiment revealed is the capacity for man to abandon his humanity - ***Indeed the inevitability that he does so*** - as he merges his unique personality into larger Institutional structures”

~Stanley Milgram

Culture - or Cults



Culture - or Cults



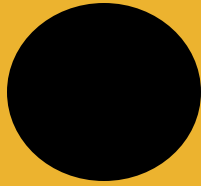
Money



Bias



Remedies



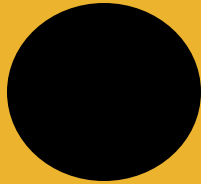
Seek disconfirmation :

Question orthodoxies

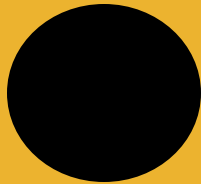
Test hypotheses

Celebrate mistakes

Remedies

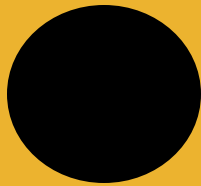


Seek disconfirmation : question orthodoxies

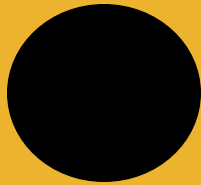


Diversity:
Thinking styles
Background
Disciplines

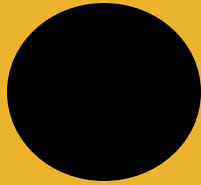
Remedies



Seek disconfirmation : question orthodoxies



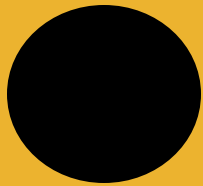
Diversity



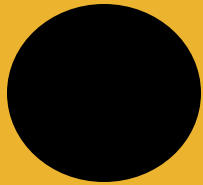
Learn to do conflict - well:

- Mind guards
- Devil's advocate
- Negotiate information
- Collect data
- Practice courageous conversations

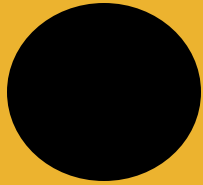
Remedies



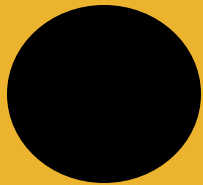
Seek disconfirmation : question orthodoxies



Diversity



Learn to do conflict - well



Mono-task and sleep!



WILFUL BLINDNESS

WHY WE IGNORE THE OBVIOUS
AT OUR PERIL

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com