COGNITIVE BIASES

What Distorts Your Vision of the Deal

01
Anchoring
The first figure on the table frames every judgment that follows, long after it has stopped being relevant.

02
Confirmation Bias
You see what supports your thesis and filter out what contradicts it.

03
Blind-Spot Bias
You recognize biases in the other side far more readily than in your own reading of the deal.

04
Selective Perception
Your expectations shape what you notice, and the same facts tell each party a different story.

05
Availability
What is recent or vivid looks more likely than what the data actually shows.

06
Overconfidence
Certainty grows faster than evidence, and experience makes this worse.

07
Survivorship Bias
You study the deals that closed and miss the many that failed for the same reasons.

08
Sunk Cost Fallacy
Time and money already spent make walking away look like a loss rather than a decision.

09
Bandwagon Effect
A deal looks sound because others are backing it.

10
Authority Bias
A title or reputation carries more weight than the substance of the argument.

11
Groupthink
The desire for consensus silences the doubts that would change the outcome.

12
Ostrich Effect
Unwelcome signals are set aside until they can no longer be ignored.

13
Representativeness
You judge a counterpart by how closely they fit a familiar profile, not by what they can actually deliver.

14
Halo Effect
One impressive attribute—a track record, a brand, a title—colors your judgment of everything else.

15
Familiarity Bias
What resembles what you already know feels safer, so the unfamiliar option is underrated.