

# **DECISIVE**

## **How to Make Better Choices in Life and Work**

**CHIP HEATH and DAN HEATH**

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The Web site for this book is at [www.HeathBrothers.com](http://www.HeathBrothers.com).

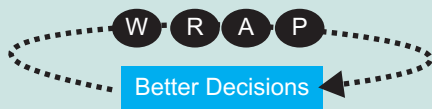
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**MAIN IDEA**

When it comes to making decisions, you probably at one time or another have ended up making a bad decision because you've fallen foul of one or more of the four most common biases:

1. You narrow your options and miss better choices.
2. You only gather information which is favorable.
3. You let your emotions get in the way.
4. You're overconfident about how it will turn out.

The way to overcome these biases and become more decisive is to use the WRAP Process. Whenever you're faced with a decision:



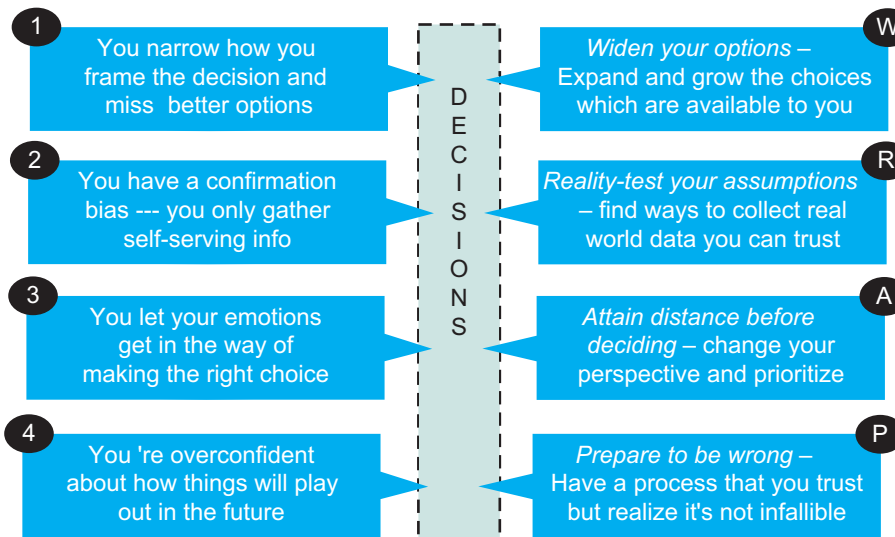
- W** Widen your options
- R** Reality-test your assumptions
- A** Attain distance before deciding
- P** Prepare to be wrong

*"At its core, the WRAP model urges you to switch from "auto spotlight" to manual spotlight. Rather than make choices based on what naturally comes to your attention— visceral emotions, self-serving information, overconfident predictions, and so on—you deliberately illuminate more strategic spots. You sweep your light over a broader landscape and point it into hidden corners. We want to make you a bit better at making good decisions, and we want to help you make your good decisions a bit more decisively (with appropriate confidence, as opposed to overconfidence). We also want to make you a better adviser to your colleagues and loved ones who are making decisions, because it's usually easier to see other people's biases than your own."*

Chip Heath and Dan Heath

The four common biases which lead to bad decisions

The WRAP process for making better decisions



1. The four common biases which lead to bad decisions . . . . . Page 2  
 2. The WRAP process for making better decisions . . . . . Pages 3 - 8

**W** *Widen your options – deliberately expand the set of choices you're considering. Consciously try to uncover new ways to achieve aims.*

Pages 3 - 4

**R** *Reality-test your assumptions – inject some real world data into your decision-making rather than working solely on your assumptions.*

Pages 5 - 6

**A** *Attain some emotional distance before deciding – change your perspective to ease the pressure you're feeling and then focus on what really matters.*

Pages 6 - 7

**P** *Prepare to be wrong – have a process that you trust but also prepare humbly for the times when you end up being wrong*

Pages 7 - 8

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