

# THE WRAP MODEL\* FOR BETTER DECISIONS

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To make better, bolder choices, it helps to avoid the most common decision-making biases. The WRAP Model from Chip and Dan Heath is a great place to start. They describe four villains of decision making as narrow framing, confirmation bias, short-term emotion and over-confidence. To overcome them:

## WIDEN YOUR OPTIONS

Narrow framing leads us to overlook options and get trapped in 'whether or not', yes or no, either/or decisions. We need to uncover new options and, when possible, consider them simultaneously through multitracking (Think AND not OR). Where can you find new options? Find someone who has solved your problem before. Look for known bright spots (local), then best practices (regional) and then analogies from related domains (distant).

What if all options under consideration suddenly became unavailable, what might you do instead? Who else is struggling with a similar problem and what can you learn from them?

## REALITY TEST YOUR ASSUMPTIONS

Confirmation bias leads us to collect skewed, self-serving information. To combat that bias, we can ask disconfirming questions. For example, what problems will this choice create? Who disagrees with this choice and why? What if our least favourite choice is actually the best one? What data might convince us of that? We can ask for an 'outside view' from someone not usually involved – a colleague or an industry expert. Or seek an 'inside view' from the people who will be directly affected or are hands on using the outcome/product/process day to day.

Conduct small experiments to test your hypothesis. A trial period, a pilot program. Why predict when you can know.

## ADD SOME DISTANCE

Short-term emotion tempts us to make choices that are bad in the long term. To avoid that, we need to attain distance by shifting perspective: What would I tell my best friend to do? Or, what would my successor do? Try the 10/10/10 rule. How will I feel about this in 10 minutes, 10 months, 10 years? It helps to clarify our core priorities and values. Does this choice clearly honour and align with them?

## PREPARE TO BE WRONG

We are overconfident, thinking we know how the future will unfold when we really don't. We should prepare for poor outcomes. What could go wrong? How likely is that? How critical would the consequences be? And what would make us reconsider our choices?

What feedback loops have we set up? How will we know we're off track?

It's a year from now. We failed utterly. What went wrong?

It's a year from now. We're heroes. Are we fully prepared to handle that level of success?

For a more detailed summary of the WRAP Model, [CLICK HERE](#)

*\*From **Decisive: How to Make Better Choices in Life and Work** by Chip and Dan Heath (2013)*



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