

DANIEL KAHNEMAN, OLIVIER SIBONY AND CASS R. SUNSTEIN

# Noise

## A Flaw in Human Judgment

Professor Daniel Kahneman brings his expertise in decision-making to bear on the phenomenon of “noise.” When you use your judgment to make evaluations or predictions, you are liable to make errors, without knowing how or why. Kahneman

### STEP 1

Have your team read the [getAbstract summary](#).

### STEP 2

Schedule a team meeting to discuss the questions below.

### STEP 3

Have a discussion with your team.

## Discussion Questions

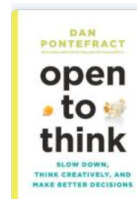
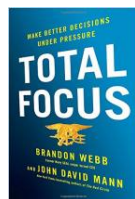
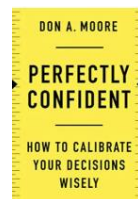
1. What are some examples of “noise” that you have encountered in your career, including at Milwaukee?
2. The authors distinguish between noise and bias. Do you think both contribute to poor judgments or is one factor typically more dominant than the other?
3. Do you think intuition is inherently unreliable when making data-driven decisions? When might intuition still play an important role?
4. What can we do to reduce the amount of “noise” within Milwaukee? Are there ways we can make our decisions more auditable and reviewable?
5. How could one encourage the adoption of noise-reducing strategies in a positive way while avoiding making people defensive about past decisions?

*“Just like hand-washing and other forms of prevention, decision hygiene is invaluable but thankless.”*

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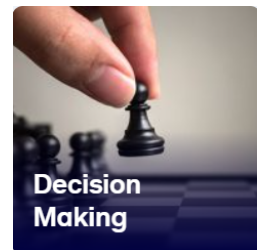
## Additional resources



JOURNAL ARTICLE

You've Got a “Noise” Problem and You Don't...

getAbstract International Book Award 2021: Turn down the volume with some good old-fashioned...



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