

A Guide to Identifying Behavioral Biases in Decision-Making



Identifying Behavioral Biases in Decision-Making

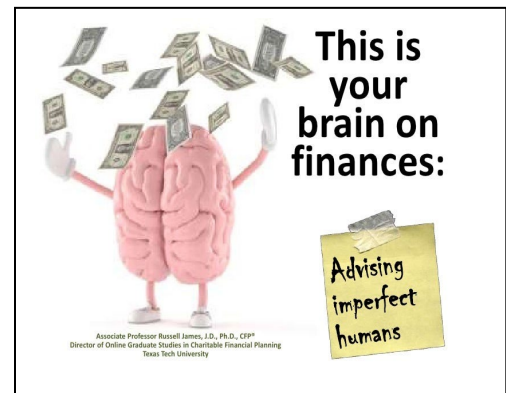
Introduction

Traditional standard finance theory, otherwise known as Expected Utility Theory, indicates how investors should make decisions. The premise is people are rational with complete access to information about probable outcomes, their likelihoods and can evaluate their preferences across different expected outcomes.

However, the behavioral finance approach seeks to understand how people actually make decisions through behavioral and cognitive psychological theory which recognizes people are imperfect. The DNA Behavior goal is to provide explanations for why each person repeatedly makes irrational decisions in investing, spending, saving and borrowing money in all facets of life and business.

Ultimately, people and their lives are a product of their decisions made through:

1. The triggering of their unconscious mind reflecting their DNA Natural Behavior Style, and
2. The operation of their conscious minds reflecting learned behaviors.



The tendency is for humans to choose the option which satisfies their most important needs although the choice may not be optimal. Furthermore, Herbert Simon's "Bounded Rationality Theory" suggests while humans want to make optimal decisions they are limited by constraints on their cognitive abilities, resources, and information availability.

Behavioral Variability

DNA Behavior uses the all-encompassing term "Behavioral Variability" to address the imperfection of human decision-making and how it is reflected by different individuals making different decisions about similar transactions or events.

The impact of human Behavioral Variability is often experienced at a substantial level when:

1. Different decision-makers make intuitive judgment calls concerning similar operational decisions required daily within the business without (a) appropriately set benchmarks and (b) understandable guidelines. For instance, in financial planning different advisors making different assessments of risk, product allocations and pricing for a similar client. Or in hiring for people to fill roles which are similar.

2. When groups make complex decisions (e.g., a Board or a team) without a structured process to (a) reduce prejudgments, (b) address false or inadequate information and (c) align an appropriate balance of risk and reward. For instance, in buying a business, setting budgets, or capex spending.

The variable behavioral influences and factors impacting individual and group decision-making can be broken down into two core areas:

1. Systematic Behavioral Biases which are defined and addressed below; and
2. Random Noise caused by the intuitive exercise of human judgment which is addressed in a separate Behavioral Variability Guide prepared by DNA Behavior.

The Biases and Noise in any decision are separately identifiable and measurable errors, although they nevertheless have a close relationship. Putting measurement on the Behavioral Variability takes it from being an invisible energy force in the organization to a visible one. Research has shown behavioral variability to be more widespread than most leaders are aware of by five times.

To mitigate the Behavioral Variability problem, the goal should be to reduce the unintended consequence of personal Biases and Noise by being aware of them existing and then through better management of decision-making processes by seeking to manage them so that there are not unintended consequences and to increase the probability that decisions made result in the right outcome.

Systematic Behavioral Biases

Every human has a complex set of behavioral biases in the way they make decisions which, if not managed, lead to imperfect decision-making or what is perceived as being irrational decisions. In simple terms, human beings are not perfect in the processes they use in making decisions.

A behavioral bias is a systematic thought process caused by the tendency of the human brain to simplify information processing through a combination of two levels:

1. An automatically built-in filter coming from the subconscious mind based on their DNA Natural Behavior Style which will repeatedly show up without the person realizing it, particularly under stress or pressure; and
2. A learned filter based on more conscious personal experiences, preferences and education. The conscious brain works eight seconds slower than the unconscious brain.

In many cases, the biases reveal themselves as rules-of-thumb (heuristics) that can be applied to guide decision-making based on a more limited subset of the available information. These behavioral biases rely on less information; they are assumed to facilitate faster decision-making than strategies requiring more information. However, they may not result in better decision-making because the information relied upon is mistaken, incomplete or inaccurate.

Further, while in today's world, there is almost instantaneous processing of data with AI, the algorithms are nevertheless programmed by human beings, and the overall market consists of human beings. Therefore, biases will always exist. That also explains why professional investors (eg fund managers) will

nevertheless make systematic errors of 1% to 3% per year, although to a lesser degree than a less educated or experienced investor with less available information who have consistently been shown by 30 year Dalbar research to underperform the market by around 8% per year. Research shows that 83% of actively managed funds underperform the market which can be attributed to the biases of the investment manager. The existence of these biases highlights why exchange traded funds (ETF's) have grown substantially in the last 15 to 20 years given that they are largely a passive investment strategy which follow market movements and avoid many buying and selling biases.

An extensive number of behavioral biases, as listed below, have been researched based on singular "one shot" situations or propositions. It is important to remember that these theories do not reflect the complexity of real life where people make several decisions sequentially. The starting point for a decision will reflect prior choices.

The awareness and management of a person's behavioral biases when making decisions is important so that they do not deplete their money energy through an over-reliance on intuition, poor decision-making processes and a lack of discipline.

Nevertheless, while a behavioral bias is often considered a weakness or mistake, it can also become a strength in decision-making if understood and correctly channeled.

Prospect Theory

The actual behavior of people in terms of the choices they make is inconsistent as can be seen through Prospect Theory which was observed by Kahneman and Tversky. There are three key tenements to Prospect Theory:

1. People seek to maximize outcomes and therefore evaluate outcomes based on changes in their wealth from a starting position rather than the final position.
2. People's choices reflect risk-taking when their decision involves losses, but risk aversion for gains.
3. People's choices reflect a stronger aversion to the probability of losses compared to the opportunity to make a gain by 2:1, otherwise known as Loss Aversion.

The Prospect Theory also explains the "Disposition Effect" where people have the tendency to close winning positions too early and then let losing trading positions continue for too long.

Using Prospect Theory, the DNA Behavior recommended approach for decision-making is to assess whether the opportunity to make a gain is at least two or more times the potential risk-adjusted loss. For decision-makers that are more cautious, our belief is that the opportunity to make a gain may be progressively up to five times the potential risk-adjusted loss, and for very strong risk-takers reduced to 1.5 times.

Prima facie, purchasing lottery tickets and insurance would be inconsistent with Prospect Theory given that people are risk averse about gains (lotteries) and risk-takers with losses (insurance). However, when you add low decision weights behavioral finance shows that people tend to overweight low probability events. That explains why they buy lottery tickets and insurance which both have negative expected

values. People overestimate their chance of winning the lottery which is extremely low probability. Then people purchase insurance because they overestimate the probability of a bad outcome.

Framing

An important observation coming out of the Prospect Theory is framing. People’s choices are inconsistent across different presentations of choices. How the problem is formulated, and the characteristics of the decision-maker, are important to the outcome. For instance, when a problem is presented in terms of gains, the majority of decision-makers are risk averse but when presented in terms of losses, the majority are risk-taking. Notwithstanding the two choices are identical and therefore you would rationally expect the same choice.

From a DNA Behavior perspective, understanding a person’s behavioral style is important so that the presentation of information can be adapted enabling them to make their best decision.

Summary of Systematic Decision-Making Biases Aligned to DNA Traits

The biases listed below are considered systematic decision-making biases capable of measurement by the DNA Behavior Discovery Process. As each person is unique, they will have their pattern of behavioral biases, which can be predicted to a 91% reliability level in terms of their relative strength to the population. Nevertheless, to some degree, every person will tend to exhibit each bias. If the bias does not come into play, the person may have adapted or overridden it using consciously learned behaviors and enhanced self-management.

For ease of understanding, the following table summarizes eighty-five biases into four quadrants consisting of the sixteen primary behavioral traits. Each bias is then further defined and analyzed in the narrative below.

Take Charge Trait Fast Paced Trait Skeptical Trait Pioneering Trait Risk Taker Trait	Outgoing Trait Spontaneous Trait Creative Trait	Patient Trait Cooperative Trait Trusting Trait Status Quo Trait Cautious Trait	Planned Trait Reserved Trait Anchored Trait
Over Optimism Bias	Bounded Rationality	Loss Aversion Bias	Pattern Bias
Over Confidence Bias	Herd Follower	Disposition Effect	Anchoring Bias
Over Trading Bias	Instinctive	Fear of Regret	Benchmark Focus
Consolidated View	Newness Bias	Risk Aversion	Mental Accounting
Controlling	Group Think Bias	Status Quo Bias	Algorithm Aversion
Authority Bias	Availability Cascade	Confirmation Bias	Ambiguity Aversion
Independence	Associative Coherence	Interdependence	Categorization
Conclusion Bias	Attribute Substitution	Automation Bias	Clustering Illusion
Desirability Bias	Availability Bias	Defensive Attribution	Conservation Bias
Disaster Myopia	Conjunction Fallacy	Empathy Gap	Debt Aversion
Endowment Effect	Double Mental Discounting	Flat Rate Bias	Gambler's Fallacy

False Consensus Effect	Expectation Principle	Myopic Loss Aversion	Hindsight Bias
Familiarity Bias	Financial Cognitive Dissonance	Subjective Validation	Illusion of Transparency
Fundamental Attribution Error	Forer Effect	Sunk Cost Fallacy	Illusion of Validity
Ikea Effect	Google Effect	Trust Bias	Just-World Hypothesis
Illusion of Control	Halo Effect		Moral Luck
Planning Fallacy	Hyperbolic Discounting		Negativity Bias
Reactance Bias	In-Group Favoritism		Ownership Bias
Self-Serving Bias	Money Illusion		Pessimism Bias
Sentiment Risk	Narrative Fallacy		Statistical Bias
Time Saving Bias	Projection Bias		Survivorship Bias
Validity Effect	Recency Bias		Zero-Risk Bias
	Representativeness		
	Self-Affinity Bias		
	Social Desirability Bias		
	Stereotyping		

Systematic Individual Decision-Making Biases

The biases listed below are considered systematic decision-making biases capable of measurement by the DNA Behavior Discovery Process. As each person is unique, they will therefore have their pattern of behavioral biases, which can be predicted to a 91% reliability in terms of their relative strength to the population. Nevertheless, to some degree, everyone will exhibit each bias to some level. If the bias does not come into play, the person may have adapted or overridden it using consciously learned behaviors and enhanced self-management.

Based on research and observations, the four individual decision-making biases exhibited most often by people when making individual decisions, including in teams and families, are listed below:

1. Anchoring Bias (Anchored Trait) – Tendency to overly rely on the first piece of information about a topic.
2. Loss Aversion Bias (Patient/Cautious Trait) – Tendency to have a lower risk appetite from a higher aversion to losses than the opportunity to make gains.
3. Over Optimism Bias (Pioneering Trait) – Tendency to overestimate their ability to achieve certain goals or outcomes.
4. Pattern Bias (Planned Trait) – Tendency to overly focus on order and structure by looking for predictable data patterns.

Further, based on research and observations, the six individual decision-making biases exhibited most often by people when making investment decisions are listed below:

1. Pattern Bias (Planned Trait) – Tendency to chase trends and then believe in the validity of the patterns of data that they find. The research shows that 39% of inflows of money to mutual funds goes into the 10% of funds with the best performance in the prior year.
2. Overconfidence Bias (Risk Taker Trait)– Tendency to have overconfidence in the quality of information and the ability to act on such information. Many overconfident investors do not appropriately diversify their portfolios.

3. Overtrading Bias (Fast Paced Trait) – Tendency coming from overconfidence is for DIY investors to make the mistake of frequently trading their accounts. In effect, the investor is betting against computers.
4. Disposition Effect (Co-Operative/Patient Trait)– Tendency to hang on to losing positions for too long because of wanting to avoid the feeling of regret from having made a mistake. Research shows that traders were 1.5 to 2 times more likely to sell a winning position too early and a loss position too late all to avoid the regret of losing gains or losing the original cost basis.
5. Risk Aversion (Cautious Trait) – Tendency to be overly hesitant to take the necessary risks when required for achieving goals. This may result in selling young winners too early.
6. Fear of Regret (Trusting/Cautious Trait) – Tendency to have a fear of missing out on a potential gain from the next best thing. Often they will not add to winning positions when they take off.

In addition, decision-makers in general will exhibit the following biases when making decisions:

1. Benchmark Focus (Anchored Trait) - Tendency to be fixed on keeping in line with established benchmarks.
2. Consolidated View (Take-Charge Trait) – Tendency to look at the aggregate outcomes from a series of decisions rather than the results of the individual decisions.
3. Controlling (Skeptical Trait) – Tendency to control decision-making and takes action without advice.
4. Herd Follower (Outgoing Trait) – Tendency to stampede into transactions or investments in exuberance and out in fear.
5. Instinctive (Spontaneous Trait) – Tendency to make decisions quickly and emotionally based on instinct or intuition.
6. Mental Accounting (Reserved/Planned Trait) – Tendency to put money into separate buckets for specific purposes.
7. Newness Bias (Creativity Trait) – Tendency to give more weight to recent information and ideas.
8. Status Quo Bias (Content Trait) – Tendency to take notice of information or opportunities which will keep their world the same.

Group Decision-Making Biases

Based on research and observations, the following biases will be at play influencing group decisions:

1. Authority Bias (Take- Charge Trait) – Tendency to be commanding with a need to influence and control thinking.
2. Group Think Bias (Outgoing Trait) – Tendency to want to get the group to a consensus
3. Confirmation Bias (Patient Trait) – Tendency to be willing to hang back, be patient, not confront thereby confirming or being swayed by what the group wants.
4. Status Quo Bias (Planned/Content Trait) – Tendency to be content with the way things are.

Further, the following biases may also have an impact on group decision-making and organizational structures:

1. Independence (Self-Reliant Sub-factor)– Tendency to make decisions independently of others and a desire to work or operate independently.
2. Interdependence (Cooperative Trait) – Tendency to favor structures or relationships which create the dependence of two or more people or things on each other.

In families, the following biases may be exhibited:

1. Parents' Truth Bias – Tendency to reflect a rigid and perhaps biased perception of their own children based on previous experiences. This rigid positive view may result in parents being less suspicious of their children and allowing for their children to be able to successfully deceive them.
2. Parental Favoritism – Tendency to favor one child over another usually because they have an easier temperament or because of their behavior.

Additional Decision-Making Biases

1. Affect Bias (Spontaneous Trait) – Tendency to make decisions quickly based on intuition with emotional influences to reduce the cost of search and information processing.
2. Algorithm Aversion (Planned/Skeptical Traits) – A desire to remain in the decision-making loop despite algorithms outperforming human decision-makers.
3. Ambiguity Aversion (Planned) – Tendency to avoid prospects where the outcome is ambiguous because there is not enough information about the outcome leading to the potential for rejecting a choice that could have a higher value, reflecting a desire for certainty.
4. Availability Cascade (Outgoing Trait) – Tendency to judge the importance of an idea by the fluency and emotional charge with which that idea comes to mind.
5. Associative Coherence (Creativity Trait) – Tendency to advance from one concept as we know it to predict another.
6. Attribute Substitution (Creativity/Spontaneous Traits) – Tendency for substituting similarity for probability when reviewing statistical information and interpreting data leading to looking for recency of events instead of doing calculations.
7. Automation Bias (Spontaneous/Trusting Traits) – Tendency to favor the suggestions of automated systems such as AI.
8. Availability Bias (Creativity Traits) – Tendency for people to assess the frequency of a class or the probability of an event by the ease with which they can remember similar events or occurrences. People will rely on immediate examples that come to mind when making judgments.
9. Categorization (Reserved/Planned Traits) – Tendency to categorize funds or transactions in groups, an element of Mental Accounting.
10. Clustering Illusion (Planned Trait)– Tendency to find patterns and clusters in random data that may not actually be true.
11. Conclusion Bias (Take-Charge Trait) – Tendency to start a judgment with an inclination of reaching a particular conclusion or jumping to a conclusion by passing a process of gathering and integrating information or engaging in deliberate thoughts to come up with arguments that support a prejudgment.

12. Conjunction Fallacy (Spontaneous Trait) – Tendency to judge the conjunction of two events to be more probable than one of the events in a direct comparison.
13. Conservation Bias (Planned Trait) – Tendency to react very slowly to new information leading to an under-reaction when market movements happen.
14. Debt Aversion (Reserved/Planned Trait) – Tendency to have an aversion to debt reflected by a preference for paying for consumption in advance.
15. Defensive Attribution (Patient Trait) – Tendency to blame the victim less and attacker more if we relate to the situation of the victim.
16. Desirability Bias (Take Charge Trait) – Tendency to collect and interpret evidence selectively to favor a judgment we already believe or wish to be true.
17. Disaster Myopia (Take Charge/Pioneering Traits)– Tendency to underestimate low-frequency but high-impact events leading to a false sense of security.
18. Double Mental Discounting (Outgoing/Spontaneous Traits)– Tendency to ignore expenses because of a failure to recognize how the individual spending incident fits into a broader spending category. For instance, this shows up with spending more on exceptional expenses because they are infrequent even when large. In reverse, the ignoring of frequent expenses when they are considered trivial.
19. Empathy Gap (Patient Trait) - Tendency to underestimate the influence of varying mental states on our own behavior and make decisions that only satisfy our current emotion, feeling, or state of being.
20. Endowment Effect (Take Charge Trait)– Tendency to value goods owned more highly than others, and therefore they are less likely to give them up.
21. Expectation Principle (Spontaneous Trait)– Tendency to value a gamble by the average of its outcomes, each weighted by its probability without considering how you think about the probabilities.
22. False Consensus Effect (Take Charge/Outgoing Traits)– Tendency to believe other people think like we do because our opinion dominates our considerations. Therefore, we believe more people agree with us than is actually the case.
23. Familiarity Bias (Risk-Taker Trait)– Tendency to overweight familiar assets in a portfolio leading to a lack of diversification.
24. Financial Cognitive Dissonance (Spontaneous/Outgoing Traits) – Tendency for people to know what is in their best interest yet fail to act desirably because of a lack of self-regulation.
25. Flat Rate Bias (Cautious Trait)– Tendency to prefer a fixed payment or income option instead of a variable payment or option reflecting a desire to pay a premium for certainty.
26. Forer Effect (Outgoing Trait)– Tendency to easily attribute our personalities to vague statements, even if they can apply to a wide range of people.
27. Fundamental Attribution Error (Skeptical Trait)– Tendency to judge others on their personality or fundamental character, but judge ourselves on the situation.
28. Gambler's Fallacy (Planned Trait)– Tendency to believe that if something occurs several times during a certain period, it will happen less frequently in the future and vice versa, which comes from a belief in the "regression to the mean."
29. Google Effect (Spontaneous Trait) – Tendency to have digital amnesia from forgetting information that can be easily accessed online. People do not remember as well what they can easily look up.
30. Halo Effect (Outgoing Trait)– Tendency to like or dislike everything about a person, including things you have not observed. A person's positive or negative impression on you will spill over into their other traits.

31. Hindsight Bias (Planned Trait) – Tendency for individuals to believe that given the occurrence of an event, they are responsible for it leading to a false outcome based on the belief that past decisions are necessarily the reason for current outcomes. This may mean that in assessing the quality of a decision, the person is making a judgment about whether the outcome is good or bad without consideration of whether there was a sound process.
32. Hyperbolic Discounting (Outgoing Trait) – Tendency for individuals to have a present bias, thereby preferring rewards that come sooner than achieving longer-term goals or earning more in the future.
33. Ikea Effect (Take Charge Trait) – Tendency to attach a higher value to things we help create. As a result, people may pay a premium for products that they participate in the customization of.
34. Illusion of Certainty (Trusting Trait) – Tendency to believe something is true even when it is not.
35. Illusion of Control (Skeptical Trait)– Tendency for decision-makers to believe they have some control over outcomes although they do not.
36. Illusion of Transparency (Reserved Trait – Tendency for a person to overestimate the degree to which their thoughts and emotions are apparent to others.
37. Illusion of Validity (Pattern Bias) - Tendency for a person to overestimate their ability to interpret and predict accurately the outcome when analyzing a set of data, in particular when the data analyzed show a very consistent pattern—that is, when the data "tell" a coherent story.
38. In-Group Favoritism (Outgoing Trait)– Tendency to favor people who are in our in-group as opposed to an out-group.
39. Just-World Hypothesis (Planned Trait) – Tendency to believe the world is just, therefore, we assume acts of injustice are deserved.
40. Money Illusion (Outgoing/Spontaneous Traits) – Tendency to think of money in nominal, rather than real, terms. In other words, the face value (nominal value) of money is mistaken for its purchasing power (real value) at a previous point in time.
41. Moral Luck (Reserved/Skeptical Traits)– Tendency to believe that better moral standing happens due to a positive outcome and worse moral standing happens due to a negative outcome
42. Myopic Loss Aversion (Patient/Cautious Traits)– Tendency to compare the performance of an investment portfolio from the perspective of avoiding a possible loss rather than from the perspective of potential gains leading to the sell-off of assets after experiencing a market drop rather than waiting for a market rebound.
43. Narrative Fallacy (Spontaneous/Outgoing Traits)– Tendency to continuously make sense of the world through simple and concrete stories which assign a larger role to talent, stupidity and intentions than to luck and focus on a few striking events rather than the many events that did not happen.
44. Negativity Bias (Reserved Trait)– Tendency to view things of a more negative nature as have a greater effect on one's psychological state and processes than neutral or positive things even though they are of equal intensity.
45. Outcome Bias (Planned Trait)– Tendency to judge a situation by its outcome rather than the reasonable beliefs when the decision was made.
46. Planning Fallacy (Take Charge/Pioneering Traits) – Tendency for overly optimistic forecasts to be made about the timing, cost and outcome of projects through lack of realistic planning or an overly strong desire to get approval for the plan.

47. Ownership Bias (Planned/Reserved Traits)-Tendency to believe that ownership of an asset is financially preferred to leasing or renting.
48. Pessimism Bias (Reserved/Cautious Traits)– Tendency to over-estimate the likelihood of bad outcomes.
49. Projection Bias (Outgoing Trait) – Tendency to believe others share their current judgments, ideals, or emotional states.
50. Reactance Bias (Take Charge Trait)– Tendency to do the opposite of what we are told, especially when we perceive threats to personal freedoms.
51. Recency Bias (Creativity Bias) – Tendency to evaluate economic and financial performance based on the most recent results.
52. Representativeness (Spontaneous Trait)– Tendency to overgeneralize from a few characteristics or observations, including interpreting short-term success as being from skill instead of chance or luck.
53. Self-Affinity Bias (Outgoing Trait) – Tendency of having a strong self-identification with a brand or company causing the person to buy their product/service or invest in it.
54. Self-Serving Bias (Take Charge Trait) – Tendency to view failures as situational but successes as their responsibility.
55. Sentiment Risk (Risk Taker Trait)– Tendency to believe in fundamentals which are not supported by facts resulting in over-confidence.
56. Social Desirability Bias (Outgoing Trait) – Tendency to answer questions in a manner that will be viewed favorably by others. It can take the form of over-reporting "good behavior" or under-reporting "bad", or undesirable behavior.
57. Statistical Bias (Planned Trait) – Tendency to over-rely on or over-complicate statistical modeling by confusing beliefs in probability and skill for chance resulting from human decisions.
58. Stereotyping (Spontaneous/Outgoing Traits) – Tendency to adopt generalized beliefs that members of a group will have certain characteristics despite not having information about the individual.
59. Subjective Validation (Patient/Cooperative Traits) - Tendency to react, either consciously or unconsciously, in a manner that they think that another person wants, rather than to respond naturally.
60. Sunk Cost Fallacy (Patient/Cooperative Traits) – Tendency to continue holding on to an investment, asset, or project because of previously committed resources reflecting a desire to not want to take a loss or write-off.
61. Survivorship Bias (Planned Trait) – Tendency to focus on those things that survived a process and overlook the ones that failed.
62. Time Saving Bias (Fast-Paced Trait) - Tendency to misestimate the time that could be saved (or lost) when increasing (or decreasing) speed.
63. Trust Bias (Trusting Trait)– Tendency to have a high probability expectation that the other party to a transaction will deliver on promises made usually based on their reputation.
64. Validity Effect (Take Charge/Outgoing Traits)– Tendency for something to become more valid simply because it is repeated often, leading to familiarity over the truth concerning the information.
65. Zero-Risk Bias (Planned Trait) – Tendency to reduce small risks to zero, even if more risk can be reduced with another option.

Hiring and Employee Management Biases

Regardless of the DNA Natural Behavior traits, the following biases tend to be exhibited in the making of hiring, promotion and performance decisions unless there is self-awareness:

1. Affinity Bias – Tendency to gravitate toward people similar to us, which results in hiring or promoting someone who shares the same race, gender, age or educational background.
2. Ageism – Tendency to discriminate against someone based on their age.
3. Attribution Bias – Tendency to undervalue a person's accomplishments and over value their mistakes based on gender.
4. Beauty Bias – Tendency to judge people based on how attractive you think they are rather than on their work.
5. Confirmation Bias – Tendency to look for or favor information that confirms beliefs we already hold.
6. Conformity Bias – Tendency in group settings to allow your views to be swayed or influenced by the views of others.
7. Contrast Effect – Tendency to evaluate the performance of one person in contrast to another because you experienced the individuals either simultaneously or in close succession.
8. Gender Bias – Tendency to prefer one gender over another or assuming that one gender is better for the job.
9. Halo Effect – Tendency to put someone on a pedestal or think more highly of them after learning something impressive about them, or conversely, perceiving someone negatively after learning something unfavorable about them.
10. Name Bias – Tendency to judge someone based on their name and perceived background. This is especially important when reviewing resumes.
11. Weight Bias – Judging a person negatively because they are larger or heavier than average.

To learn more about DNA Behavior International and the solutions we offer, please visit: www.dnabehavior.com

If you have any questions or would like to discuss with an executive on our team, please email us at: inquiries@dnabehavior.com



