



Values, Frames, Choices, & Values (Griffiths, Dyer & Thomas)

A soon to be published paper on values-related decision-making biases

We tested over a thousand people with various decision-making challenges derived from Nobel Prize winner Daniel Kahneman that model real life dilemmas. We found that, not only do values influence our intuitive perceptions of risk and the 'system 1' (irrational) decisions we make, but they also influence the engagement of our 'system 2' (rational) thinking.

We found correlations that fitted both with the conventional circular pattern associated with the Schwartz system of values, but also linear patterns predicted by the evolutionary theory of **Deep Values**. These translate to very different decision-making biases in the five Dominant Needs Analysis (DNA) motivational types – for example the above graphic shows how DNA's **E**xplorers are almost twice as likely to take a particular decision than **S**hepherds and **M**oderators.

Given that we know different organisations tend to favour people belonging to sympathetic DNA types, and these people don't always have the most helpful decision-making biases, these research findings highlight the importance of understanding how values affect personal and organisational decision-making.