

War Stories & Lessons Learned 7

Driving Past Cognitive Biases

Danger of seeing only one “real solution” –
& Underestimating the ability of others to be more creative



Program specified that specific hardware (owned by another contractor) had to be involved

Obvious strategy was to exclusively team with the other contractor...

Other people had a different solution...

In the end, customer decided that teaming didn't matter –

**PTW's job is to keep ourselves bias-free
And to push back when capture underestimates others**

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