



# Hamilton-Chase Consulting

(312) 787-9620  
www.hamiltonchaseconsulting.com

applying  
behavioral science  
to enhance  
executive and  
organizational  
performance

## To Improve Your Judgment, Don't Blink!

*Should you rely on your initial judgment?*

Malcolm Gladwell's acclaimed book Blink has brought much attention to the concept of rapid cognition and the thinking that can occur in the blink of an eye. The book has been a business best seller, no doubt because we've all seen how powerful (and at times misleading) these initial impressions can be.

Consider the following question: "A bat and a ball cost \$1.10 in total. The bat costs \$1 dollar more than the ball. How much does the ball cost?"

If you answered "10 cents", you're incorrect (but you're in good company considering that the majority of Princeton and University of Michigan students responded similarly). The correct answer is "5 cents".

Almost everyone says "10 cents" initially because \$1.10 naturally separates into \$1 dollar and 10 cents. In a recent issue of the *American Psychologist*, Dr. Daniel Kahneman explains that intuitive thoughts tend to come to mind more easily than deliberate, well-reasoned responses. He added that people aren't accustomed to thinking hard and are often content to trust a plausible judgment that quickly comes to mind. Consider the impact such judgments have on our business decisions!

*-Larry Gard, Ph.D.*