

## **Facilitators – watch for Common Cognitive Biases**

- Overconfidence (judged distributions tend to be too narrow)
- Anchoring (starting from a best guess or other number)
- Recency (recent events or experience seem more probable)
- Availability (of examples or ease of envisioning)
- Insensitive to sample size (insufficient data)
- Implicit conditioning events (dependence upon something else occurring)
- Framing (wording as success or failure)