

INTERNATIONAL BESTSELLER

"Examines our most common decision-making failings with engaging eloquence and describes how to counter them with instructive good sense."

—ROBERT CIALDINI, author of *Influence*

The Art of Sūiqrūq̄l Clearly

ROLF DOBELLI

Book Key Takeaways

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Main Idea

Clear thinking improves by removing irrationality.

We need to minimize the mental shortcuts (biases), false patterns, and decisions made on autopilot.



Negative Knowledge

Via negativa is thinking by subtraction rather than addition. Eliminating negative enables us to achieve positive.

This reminds me, Nassim Taleb's *Antifragile*, one of my favorite authors and one of my favorite books.



Survivorship Bias

Success is more visible than failure. We study the winners and forget the graveyard of failed projects, careers, investments, and ideas that followed similar paths. Being aware of this helps correct false optimism.



Confirmation Bias

The mind protects what it already believes. We accept evidence that supports our view and filter out what threatens it. This may be the mother of all thinking errors.



Social Proof

If fifty million people say something foolish, it is still foolish! Bubbles, panic, and groupthink are often driven by this social proof bias.



Sunk Cost Fallacy

Past investment should not control future judgment.

Time, money, effort, or emotion already spent cannot be recovered. Only future cost and future benefit should matter.



Outcome Bias

A good result does not always mean good decision. We need to judge the quality of the thinking process, not only the final outcome.



Loss Aversion

Losses feel heavier than equal gains for us. This makes us defensive, and irrationally attached to what we already have.



So What?

Thinking clearly is a discipline of subtraction. Think twice before accepting the story, the crowd, the outcome. Better judgment is achieved when we remove mental shortcuts (biases)