Organizational Dysfunctions that Exacerbate Cognitive Errors

From JoAnn Moody (2007): Rising Above Cognitive Errors
http://www.diversityoncampus.com/
Organizational Dysfunctions

• Overloading and rushing
  – People distracted or put under pressure are more vulnerable to cognitive errors
  – Search committee duty often an overload
  – Extra secretarial/administrative support often lacking
  – Search committees often hastily formed
Organizational Dysfunctions

- No coaching, no practice
  - Lack of awareness of cognitive errors
  - Search committees may get little more advice than a list of illegal questions
  - Confusion regarding what is and what is not allowed
  - Need examples of (and practice in) positive steps to take in recruiting
Organizational Dysfunctions

- No ground rules
  - Lack of clear understanding of needs that this position will meet
  - Lack of agreement on how flexible to be in listing and evaluating required vs. preferred credentials
  - Lack of discussion on how committee will conduct its meetings
Organizational Dysfunctions

- Absence of reminders/monitoring
  - No checklist of key steps to take or common errors to avoid
  - No adviser to monitor the process
  - No interim reports on process or progress required
Organizational Dysfunctions

- No one accountable
  - Data on success of searches not collected or used in annual evaluations

- Lack of debriefing/systematic improvement
  - Search committees aren’t asked to comment on what worked and what didn’t
  - Lessons learned aren’t passed on to others