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Framtidens organisation och ledarskap

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Risk Elicitation in Precise and Imprecise Domains – A Comparative Study, Sweden and Brazil

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Abstract

This paper presents a comparative study between two groups from different cultural contexts, Sweden and Brazil, when choosing among risky prospects. The study explores whether there are differences in choice behaviours when the uncertainty in the prospects is expressed as interval estimates instead of the traditional use of point estimates, as well as when prospects are displayed with and without expected monetary values. Both groups display similar choice behaviours when they choose among prospects where uncertainty is expressed as point vs. interval estimates, whereas the Brazilian respondents are more affected by EMV information. The results indicate that the employment of intervals to represent uncertainty can be beneficial and could facilitate the elicitation part in the use and development of decision analytical tools. Furthermore, there is a need for more flexible tools, more adapted to a prescriptive approach, since people from different cultural contexts seem to differ in their choice behaviours.

1. Introduction

Decision analysis tools offer promising solutions to complex decision making, yet they are rarely utilized within organizations for this purpose (see for example, [1]). Such tools are heavily influenced by the normative theories and the rational model on risk behaviour within decision making. This approach assumes that people judge information and make decisions according to statistical principles, which is quite contrary to the descriptive approach. The latter approach assumes that people's ability to process given information highly influences their behaviour [2]. Thus, the perceived context affects the outcome, which is not accounted for in traditional decision analysis tools. For example, [3] and [4] have shown that people act differently depending on the sizes of the probabilities, and also that the framing of alternatives highly influences their choice behaviour.

Traditionally, the probabilities required by decision analytical tools have been sharp numerical probabilities. However, available information is often vague or conflicting, or preferences are inconsistent or incomplete. In such cases probability estimations have to be based on insufficient information, which has its drawbacks. For instance, using a single number to represent an uncertain quantity can confuse a person's judgment about uncertainties with the desirability of various outcomes [5]. In an elicitation process, most people would probably find it easier to estimate the probability for the occurrence of an event to be, e.g. in the range of 20-30% instead of stating that the uncertainty is exactly 24%. Closely related to, or entwined with, these problems are problems with judgment of exact probabilities, e.g. [6] claims that people have problems distinguishing between probabilities in the range 0.3 and 0.7. Consequently, it can be cognitively difficult for a person to distinguish between 0.3 and 0.4, which would in many cases affect the results notably regarding, for instance, calculations of Expected Monetary Values.

An alternative approach to the traditional use of point estimates within decision analysis applications, aims to solve this problem by using intervals to represent uncertainty instead (see e.g. [7]). The use of interval estimations relaxes the need for precise data,

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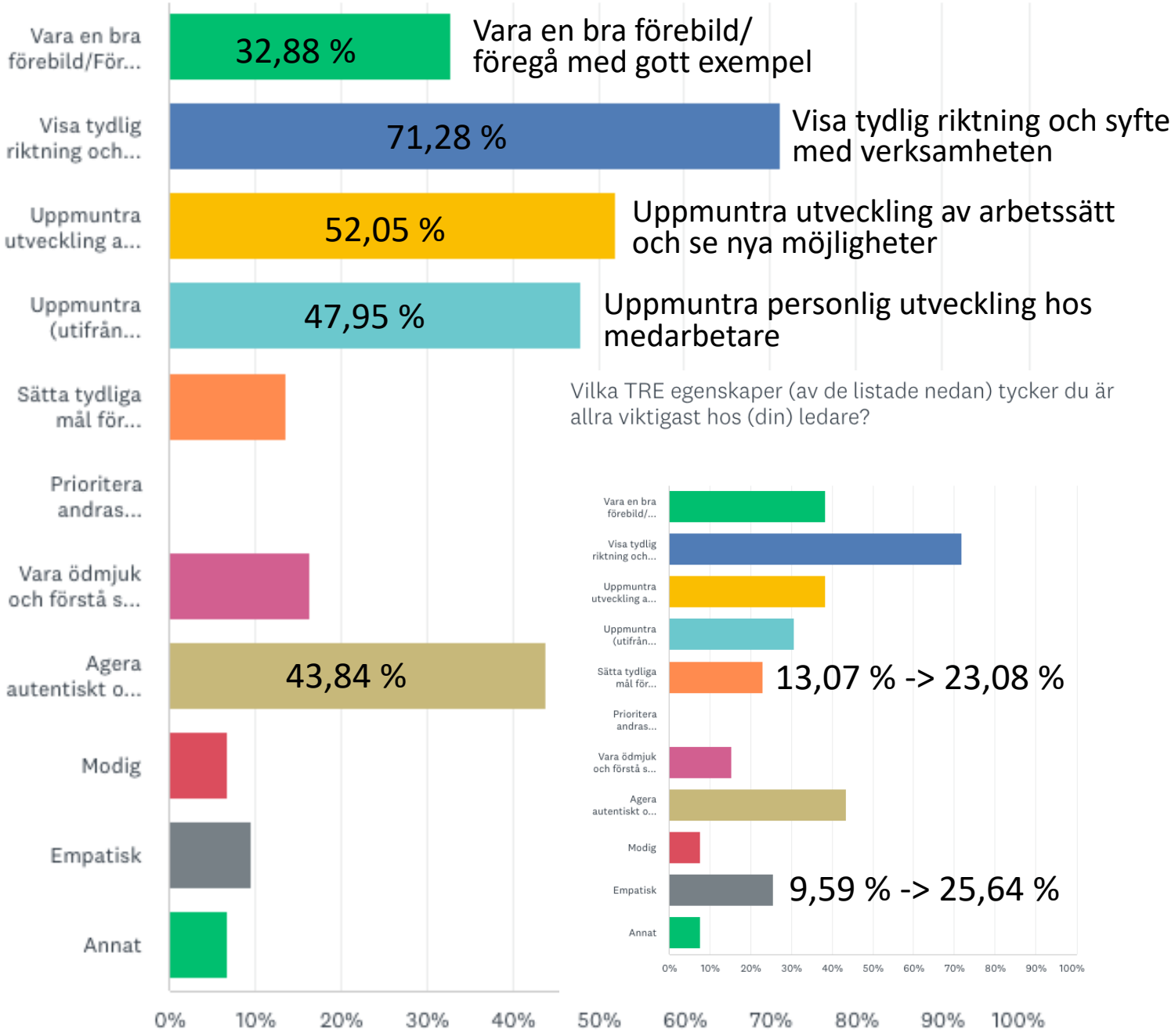
Vara en bra förebild/För...
32,88 %
Vara en bra förebild/ föregå med gott exempel
Visa tydlig riktning och...
71,28 %
Visa tydlig riktning och syfte med verksamheten
Uppmuntra utveckling a...
52,05 %
Uppmuntra utveckling av arbetssätt och se nya möjligheter
Uppmuntra (utifrån...
47,95 %
Uppmuntra personlig utveckling hos medarbetare
Sätta tydliga mål för...
Prioritera andras...
Vara ödmjuk och förstå s...
Agera autentiskt o...
43,84 %
Modig
Empatisk
Annat
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Vilka TRE egenskaper (av de listade nedan) tycker du är allra viktigast hos (din) ledare?
13,07 % -> 23,08 %
9,59 % -> 25,64 %


”I ETT HUVUD FULLT AV
RÄDSLOR
FINNS INGEN PLATS
FÖR DRÖMMAR!”
- Dr Mona & Dr Ari Riabacke
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Please take responsibility for the energy you bring into this space.
Your words matter. Your behaviors matter. Our patients and our teams matter.
Take a slow, deep breath and make sure your energy is in check before entering.
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Släpp handbromsen – vad är det *bästa* som kan hända?

Skapa ett ”okej att göra fel”-klimat och få människor att känna sig trygga

Gör det du kan, med det du har, där du är!

Sätt saker i perspektiv, ha roligt och följ dina drömmar!

Var dig själv och våga vara mindre rädd!

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KUNSKAP OCH INSPIRATION SOM GÖR SKILLNAD

I extraordinära tider krävs ett extraordinärt ledarskap, förmågan att fatta modiga beslut och team som presterar på topp. Vi hjälper er med detta. Vi hjälper er att finna nya vägar, att se möjligheter där andra ser problem, att gå från tanke till handling. Att få saker gjort.

OM OSS