



Assessing The Case (opponent bias)

- Am I focusing on the complaint itself, not the person raising it?
- Have I been influenced by labels (e.g. "frequent complainer")?
- Would I assess this differently if it came from someone else?
- Have I considered the complainant's points objectively and fully?

Quick check:

"Would I reach the same conclusion if I didn't know who raised this?"



Before You Start (anchoring bias)

- Have I been given any opinions or predictions about this case?
- Can I clearly separate fact from commentary in the initial information?
- If this case came in fresh today, how would I categorise it?
- Does this meet the formal definition of a complaint?

Quick check:

"What would I think if I hadn't been told anything about this case beforehand?"



Defining The Issue (confirmation bias)

- What is the complainant actually saying? (in their words)
- Have I identified all parts of the complaint, not just the obvious ones?
- What assumptions am I already making?
- What evidence would prove my current thinking wrong?

Quick check:

"Am I testing the evidence... or just confirming what I already believe?"



Final Reflection (overall bias)

- What might I have missed?
- Where could bias have influenced this decision?
- Has this been reviewed or challenged where appropriate?
- Can I clearly explain and evidence how I reached this decision?

Final check:

"Could I defend this decision confidently if it were challenged tomorrow?"

One Question to Keep Asking:
"What might I be missing?"



Gathering Information (information bias)

- What evidence do I actually need to reach a decision?
- Do I already have enough to conclude?
- Am I continuing to search because I'm uncertain or uncomfortable?
- Have I set a clear decision point?

Quick check:

"Is more information going to change the outcome... or just delay it?"



Testing The Process (ikea bias)

- Am I defending the process... or assessing whether it worked?
- Did the process support resolution, or create delay/confusion?
- If we designed this process today, would we design it the same way?
- Have I considered whether the system itself contributed to the issue?

Quick check:

"Are we following the process... or hiding behind it?"



Making The Decision (outcome & overconfidence bias)

- What actually happened?
- What should have happened (policy, guidance, legislation)?
- Have I clearly compared the two?
- Is my decision based on process and evidence, not outcome?
- Would this decision stand up to external scrutiny?

Quick check:

"Even if the outcome was fine... were the steps?"