

Table 2.2 ► Common Analytic Pitfalls

Pitfall	Definition
Analytic mindset	A fixed view or attitude that ignores new data inconsistent with that view or attitude
Anchoring	The tendency to rely too heavily on one trait or piece of information when making decisions
Confirmation bias	The tendency to favor information that confirms one's preconceptions or hypotheses, independently of whether they are true
Historical analogy	Using past events as a model to explain current events or to predict future trends
Mirror imaging	Assuming that the subject of the analysis would act in the same way as the analyst
Premature closure	Coming to a conclusion too quickly based on initial and incomplete information
Satisficing	Generating a quick response that satisfies all stakeholders associated with the issue