

Auer, Anne-Kathrin

Heuristic decision making in groups at the recruiting level

eDiss Open Access bei der Niedersächsischen Staats- und Universitätsbibliothek

Göttingen (SUB), Göttingen 2016

## Table of Contents

### 1. Introduction and objectives

1.1. Research in decision making

1.2. Rethinking in decision making

### 2. Decision making in organizations

2.1. Characteristics of organizations

2.2. Organizations and decision making patterns

2.3. Decision making process and foundations of decision-theory

2.4. Summary

### 3. Group decisions

3.1. Exploration of group decisions

3.2. Decisions on a group level

3.3. Heuristics in general

3.4. Examples of defects in group decision making

3.5. Summary

### 4. Example: Heuristic decisions in recruiting

4.1. Recruiting as a group decision

4.2. Influence of the organization in recruiting

4.3. Quality and frame of the recruiting situation

4.4. Personal diagnostic processes and their obstacles

4.5. A recruiting toolbox

4.6. Conclusion: heuristic decision making in recruiting

4.7. Conclusion: Practical ideas for recruiting

4.8. Summary

## Summary

Heuristics are usually discussed as an individual phenomenon, but this raises the question of whether heuristics may also be applied at a collective level. The paper examines this heuristic decision making at a group level. The path of limited rational decision research to heuristic decision phenomena of the organization describes the field of decision research. Information processing, Hidden Profiles and cognitive mapping of groups are crucial factors in the heuristic decisions of groups. These elements will be integrated and investigated.

Moreover, this paper will expand the basic rules of heuristic decision making of Gigerenzer and Marewski (2013) at a collective level. It is proposed to integrate the group characteristics such as collective decision rules, influences in social group processes and organizational factors in the basic rules. The focus is how heuristics can be applied in groups and how they act. This is analyzed by using the example of recruiting. Different heuristics are used from the adaptive toolbox of Gigerenzer et al. (1999), such as the take-the-best and the availability heuristic, as well as the anchoring heuristic and framing of Tversky and Kahneman (1974). How these heuristics appear as a collective phenomena in recruiting and how their existence and interaction can be explained at a group level will be examined. Heuristic decision making in the recruiting of experts will be critically examined. The expertise of recruiting experts will be questioned, particularly regarding the lack of feedback from the organization and insufficient reflection. Finally, practical ideas for recruiting in organizations will be presented to overcome the lack of expertise and to integrate heuristic elements in the recruiting process.