

Table 6.1. Attributes of the three types of assumptions

Assumptions	Attributes
Structural	Relate to context of problem—boundary assumptions Within (outside) manager's authority Additional resources are (are not) available Other departments cause problem Problem caused by uncontrollable external factor(s)
Personal	Conclusions and biases decision makers bring to problem Risk taker; risk averse Likely reactions of superiors, subordinates, stakeholders Anchoring—adjustments from past starting point Escalating commitment—unwilling to admit past mistakes Confirmation bias—notice more, give greater weight, or seek evidence that confirms a claim/position
Problem Centered	Perceived relative importance of problem Degree of risk from problem How urgently solution is needed Economic cost and benefit Political cost and benefit Degree to which subordinates or superiors will accept solution Likelihood of success if solution implemented

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