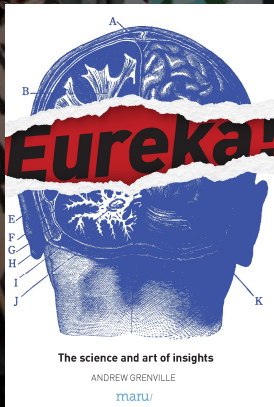


The battle against bias can only  
be won through diversity



maru/

**Biases and heuristics are about  
shortcuts**

maru/



**“Intelligence analysts must understand themselves before they can understand others.”**

*Richards J. Heuer, Psychology of Intelligence Analysis*

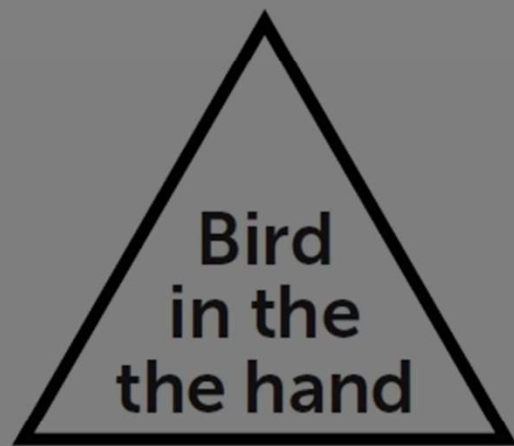
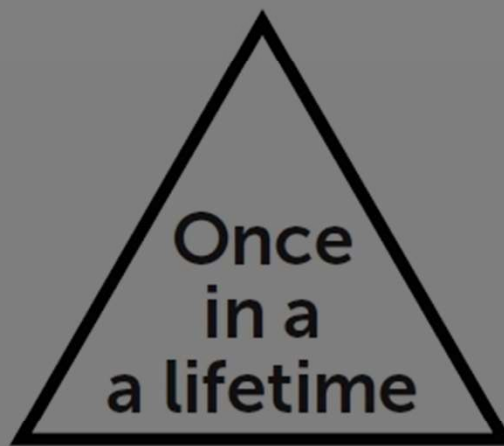
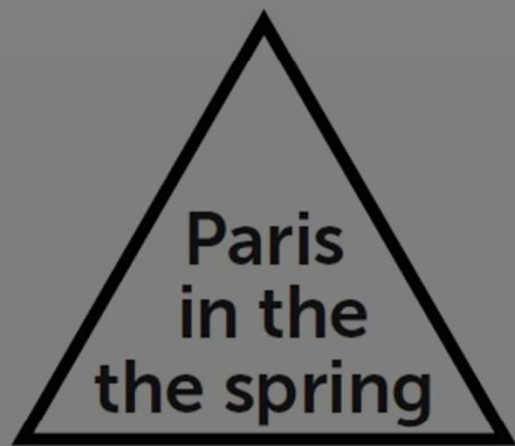
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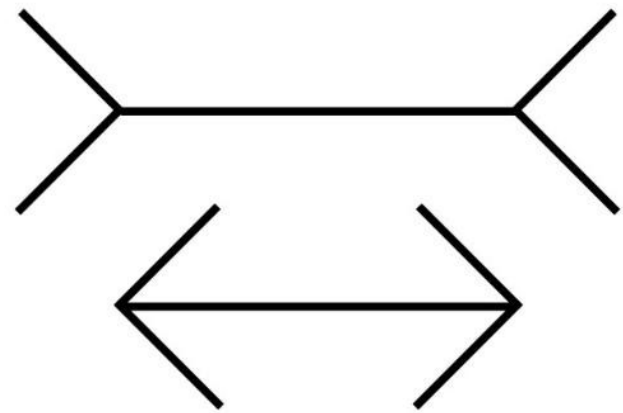


**We are pattern seeking  
machines**

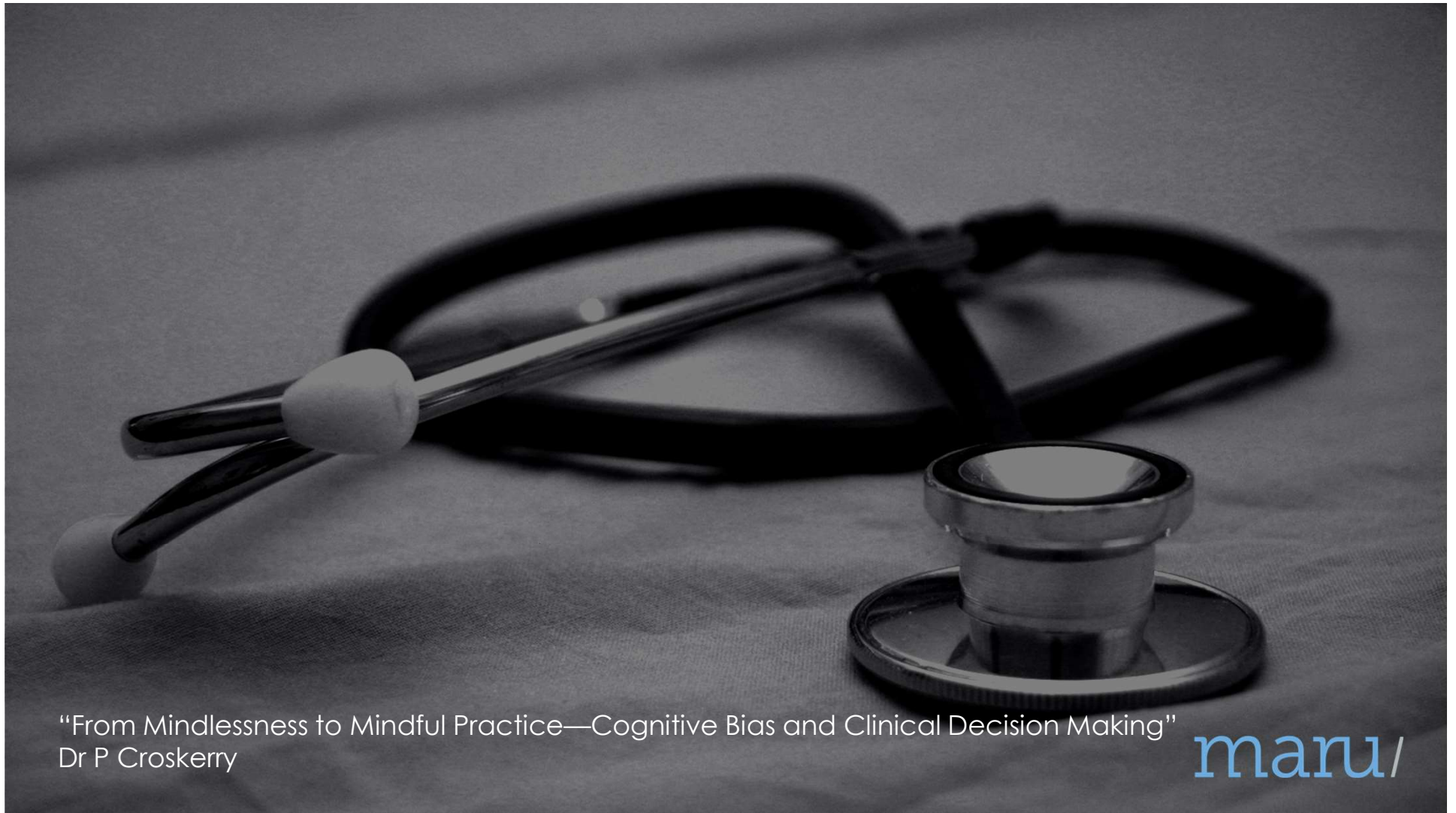
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"From Mindlessness to Mindful Practice—Cognitive Bias and Clinical Decision Making"  
Dr P Croskerry

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**Diversity is the key to battling  
bias**

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# Diversity of Perspectives

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A woman with dark curly hair and glasses is looking down at her smartphone. She has a concerned or frustrated expression on her face. She is wearing a light-colored long-sleeved shirt, a watch on her left wrist, and a red string bracelet on her right wrist. The background is dark and out of focus, suggesting an indoor setting at night.

# Diversity of Hypotheses

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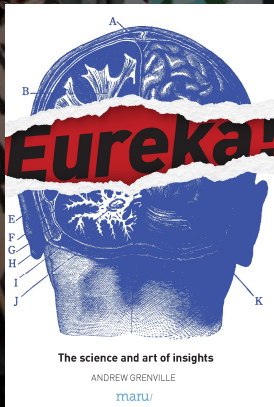
A top-down view of a dark grey bowl filled with a diverse salad. The salad contains various green leafy vegetables, purple radicchio, white bean sprouts, orange carrot shreds, and small brown seeds. The background is a blurred grey surface.

# Diversity of Inputs

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