



**APPLIED VOCATIONAL PSYCHOLOGY AND POLICY
RESEARCH UNIT**

“They preach water and drink wine.”

or

**The Unbearable Lightness of Rational
Decision-Making Models in Career Counselling.**

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“Ideal” conditions for the optimisation of decision-making

- **the goals must be well defined, in quantitative terms;**
- **the decision-maker’s values must be stable;**
- **the situation must be stable;**
- **the task is restricted to the selection between options;**
- **the number of alternatives generated must be exhaustive;**
- **the optimal choice can be selected without disproportional time and effort;**



- **the options must be thoroughly compared to each other;**
- **the decision-maker must use a compensatory strategy;**
- **the probability estimates must be coherent and accurate;**
- **the scenarios used to predict failures must be exhaustive and realistic;**
- **the evaluation of each scenario must be exhaustive.**

G. KLEIN (2002)



key-words: “bounded rationality”, “ecological rationality”

“fast and frugal heuristics employ a minimum of time, knowledge and computation to make adaptive choices in real environments”

G. GIGERENZER, P. TODD and the ABC Research Group, (1999)



SEARCH, STOPPING and DECISION RULES OF SOME HEURISTICS

strategies	search rule	stopping rule	decision rule
optimisation rational strategy	no search rule as complete knowledge of all the possible alternatives and criteria is assumed	no stopping rule	ideally decision in favour of the alternative whose computed criteria obtain the highest value
satisficing <i>“simple” heuristic</i>	random search for alternatives	search is stopped as soon as an alternative meets the satisficing threshold	decision in favour of the first alternative that meets the satisficing threshold (aspiration level)
incrementalism <i>“simple” heuristic</i>	search for alternatives that deviate only a little from the point of departure	search is stopped as soon as an alternative represents an improvement on the point of departure	decision in favour of the alternative that deviates only a little from the point of departure but represents nevertheless an improvement (chosen alternative becomes new point of departure)
minimalist <i>“simple” heuristic</i>	random search for a relevant criterion that differentiates between alternatives	search is stopped as soon as a criterion is found that differentiates between alternatives	usually decision in favour of the “known” alternative; otherwise decision in favour of the alternative with the highest cue validity on the chosen criterion
take the best <i>“simple” heuristic</i>	“ordered” search for a criterion with the highest decision potential	search is stopped as soon as a criterion is found that discriminates between alternatives	decision in favour of the alternative with the highest cue validity on the chosen criterion



a change from supply-oriented to **demand-oriented information systems will ideally allow the user:**

- to define his/her needs first;*
- to select information sources that lead to specific results;*
- to obtain advice on how to use these information sources;*
- to understand when personal assistance by a guidance counsellor is necessary;*
- to “only” use those links that provide “effective” help.*



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Thank you for your attention.

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