Contents

	Introduction	3
	PART I: THE BIASES	15
I.	Confirmation Bias	17
2.	Black-and-White Thinking	39
	PART II: THE PROBLEMS	57
3.	A Statement is Not Fact	59
4.	A Fact is Not Data	89
5.	Data is Not Evidence: Data Mining	115
6.	Data is Not Evidence: Causation	142
7.	When Data is Evidence	168
8.	Evidence is Not Proof	192
	PART III: THE SOLUTIONS	211
9.	Thinking Smarter as Individuals	213
0.	Creating Organizations that Think Smarter	235
I.	Creating Societies that Think Smarter	259
	Appendix: A Checklist for Smarter Thinking	283
	Acknowledgements	293
	Notes	295
	Index	313