

Cornell Note Taking Strategy

Do your notes look like this?

- Escalation of commitment is the tendency to repeat an apparently bad decision or allocate more resources to a failing course of action
- Has cost a lot of different organizations and governments lots of money in spite of clear warnings- ie. “The Concorde Fallacy”
- Organizational behavior scholars have identified several reasons for this, including: self-justification, gambler’s fallacy, perceptual blinders and closing costs
- Self-justification – don’t want to be seen in a negative light
- Gambler’s fallacy – underestimating the risk/overestimating the probability of success
- Perceptual Binders – not seeing the problem soon enough
- Closing Costs – large financial penalty for terminating a project
- Minimize Escalation by separating decision choosers and evaluators
- Establish a breaking point/ pre-set level
- Have systematic and clear feedback
- Have several people involved

Sample Cornell Notes

What is Escalation of Commitment?

What causes it?

What are ways to minimize it?

Evaluating Decision Outcomes (2) Escalation of Commitment

Defn continuing in a bad decision, or giving more resources to a failing project/ course of action. (see 312 for ex.)

Causes of Escalating Commitment (4):

- 1) Self-Justification (keeping face)
- 2) Gambler’s Fallacy (Underestimate risk – overestimate success)
- 3) Perceptual Binders (don’t see problems quickly)
- 4) Closing Costs (too costly to drop-out)

Ways to Minimize Poor Decision Outcomes:

- 1) Separate decision choosers from decision
- 2) Establish a preset level at which a decision dropped/ re-evaluated
- 3) Find a source of Systematic/Clear feedback
- 4) Have several people involved

evaluators

is

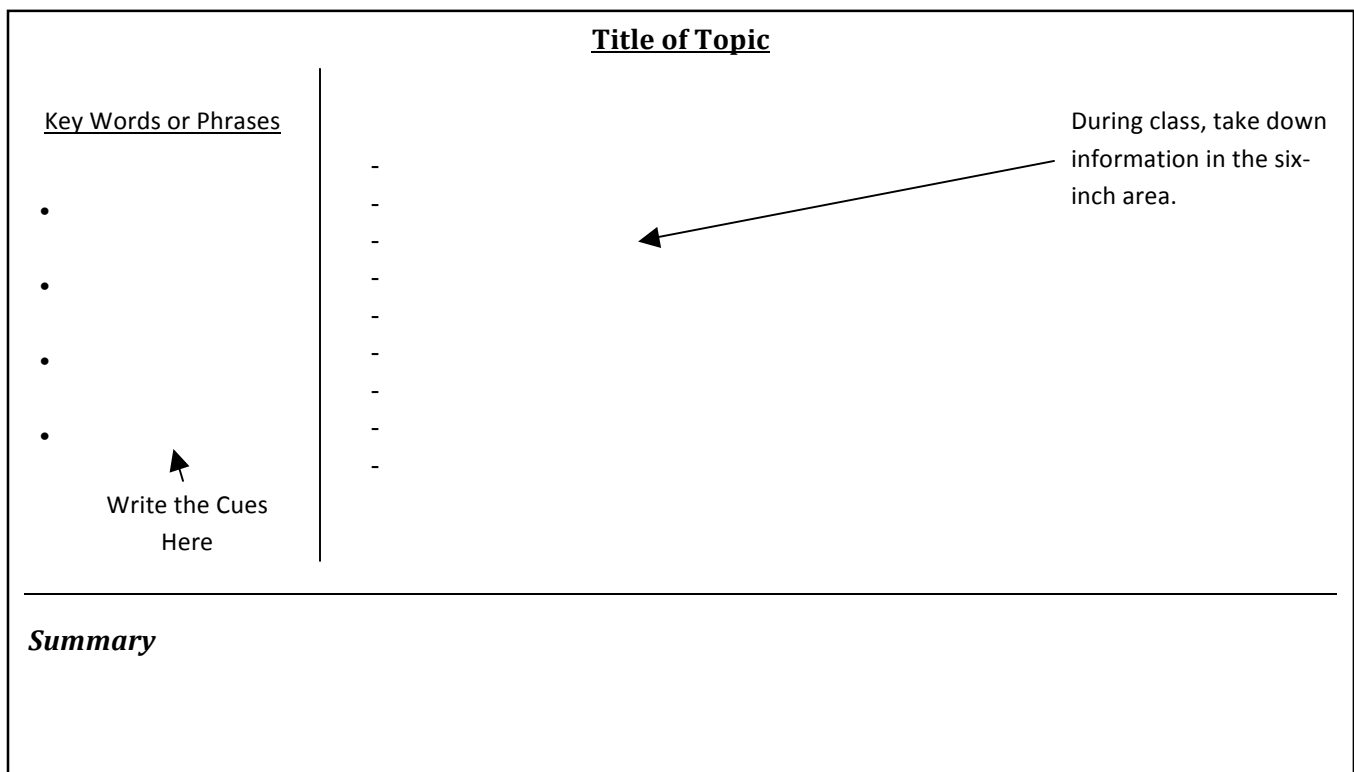
See Reverse for Instructions on How to Use the Cornell Note Taking Strategy

The Cornell Method

The Cornell method provides a systematic format for condensing and organizing notes without laborious recopying. After writing the notes in the main space, use the left-hand space to label each idea and detail with a key word or "cue."

Method

- Divide your paper with a 2 ½ inch margin on the left leaving a six-inch area on the right in which to make notes.
- During class, take down information in the six-inch area.
- When the instructor moves to a new point, skip a few lines.
- After class, complete phrases and sentences as much as possible.
- For key words or phrases, write a cue in the left margin.



Advantages - Organized and systematic for recording and reviewing notes. Easy format for pulling out major concept and ideas. Simple and efficient. Saves time and effort. "Do-it-right-in-the-first-place system."

When to Use - In any lecture situation.