Status Quo Bias and the Endowment Effect

Lets eavesdrop on a conversation with Roopesh the businessman and Satish the portfolio manager:

Roopesh : I am a businessman. I know nothing about stocks but I have inherited from my father a portfolio of various stocks. My father was an investor and he died five years back. I always wanted the help of a professional on handling my portfolio as I have no knowledge about the subject and my own business keeps me busy.

Satish: It would be a pleasure to help you construct a good portfolio for you. I have been in this profession for the last twenty years and have many high net worth individuals and corporate as my clients. Could I have the list of the stocks you are holding?

Roopesh: I am carrying it and if you have the time we could discuss it today itself. I need to do something about it urgently. I have already wasted five years doing nothing.

Satish: With my first look I believe that it is a very lopsided portfolio and drastic changes are required to balance the industry weight age. Moreover there are a number of stocks we need to sell, as they are not the right choice to stay invested in. Mr. Roopesh, had you done something about the portfolio after your father died you would not be saddled with so many junk stocks. Well since we need to do something fast I will just put my comments on this sheet.

Roopesh: Oh, thank you so much for understanding the urgency of the situation and working on it right away. I will get everything in order and meet up with you the day after tomorrow.

Satish: That may not be possible as I am extremely busy. How about next week?

Roopesh: Satish you know the urgency and please take out some time for me. I will adjust any time you give.

Satish: Ok. Lets see. Is 4pm. Ok with you?

Roopesh: Its perfect. Thanks for squeezing me in. I just need to get over this. I am so indebted to you for your time.

They meet at 4pm. The scheduled appointment time.

Roopesh: I met with you and I did some homework. I have a few queries and I think I am a bit confused.

Satish: Yes. Please go ahead. I will clarify all your doubts.

The meeting goes on for an hour and Satish only repeats what he had said in the earlier meeting. Roopesh's questions were the same. He seemed confused. Satish was patient and clarified all his doubts. The meeting ended with Roopesh scheduling another meeting after a couple of days. The new meeting starts

Roopesh: Thank you once again for your time. You know how urgent it is for me so before I finalize I thought I must bring my wife so that she is also clear in her mind. Meet my wife Meena.

Satish: Nice meeting you. Now what can I do for you? I hope your husband has explained you everything. If you have any questions please free to ask me.

Meena: Oh nice meeting you. I am just a housewife. I do not understand investments. My husband insisted that I come, as he wanted to finalize some business with you. He told me that you are an expert in your field and he trusts you very much. I am happy that he has ultimately taken a decision after five years.

Roopesh: Yes now I am very sure that I have met the right portfolio manager. Now to complete the formalities and take action shall we meet tomorrow? Please do take out some time from your busy schedule, as this matter is my first priority.

Satish: Ok. Maybe since we will require more time, as we will be finalizing lets make it at 6pm. tomorrow.

Roopesh: Oh thank you very much. I will be there tomorrow at 6 pm. I will bring my wife also if you need her signatures. Good-bye.

Next morning Roopesh called up Satish's secretary and informed her to reschedule the meeting after two weeks, as he would be traveling for his business. The meeting was rescheduled two weeks later at 6pm. Roopesh walks in with a gentleman.

Roopesh: Satish meet my friend Atul. He is a leading chartered accountant. Before finalizing I thought he should meet with you and you can clarify his doubts. I hope you don't mind.

Satish: Yes Atul. Please go ahead with your questions.

Atul: Oh Satish I have heard a lot about you. I have nothing to ask to a professional like you. I know Roopesh is in safe hands. Roopesh I know Satish's reputation and you be rest assured that you have got the best professional working for you.

Roopesh: Oh thank you Satish. Now when Atul gives me the green signal I do not have any hesitation. I will give you a call tomorrow and fix up a time so that I can bring my wife and we can complete the formalities.

Next day Roopesh called up Satish's secretary and asked for an appointment after three weeks, as he had to go out on an urgent business appointment. The secretary refused to reschedule the appointment.

Why did the secretary refused the appointment? Satish had spent so many hours with a prospective client and when the signing was a near uncertainty why this stand? What do you make of Roopesh's behavior? Why is he postponing his decision?

Roopesh is suffering from decision paralysis. He cannot make decisions and he is resilient to change. Satish had lost trust in him. Satish by this time had guessed that the person was suffering from decision paralysis and no amount of right advice would make him act. To buy time he went on a business trip, then he gets his wife along, and then he gets his friend Atul. Both of them were not even informed about the talk he had had with Satish and none of them were competent enough ask Satish any worthwhile questions. Moreover at every point of time Roopesh harped on the urgency of the matter and insisted that it was in his list of priority. He just could not decide what to do. All these five years he would have just held meetings with different professionals and done nothing about it. No one will take him seriously. He cannot change. He fears change and thus prefers maintaining the status quo. He understands that he needs to take action but he cannot.

Loss Aversion and Sunk Cost Fallacy lead us to act and to actually do something. But the prospect theory also explains how those same tendencies can lead us to avoid or delay action. Loss Aversion and several other factors like the fear of regret and the preference for the same old things contribute to the phenomenon that is called the Decision Paralysis or the Status Quo Bias. Why are we afraid to take decisions and what motivates us to keep and maintain things as they are. This is a phenomenon, which hampers us in all walks of life from choosing an investment option to buying a house. Once you are familiar with the complicated forces at play to keep you in the decision paralysis mode you will understand why choice and change can be so intimidating.

Moving over to money, one important result of decision paralysis in financial decisions is that by deferring purchasing decisions you may miss the opportunity or run the risk of prices rising. There is a very good house for sale and you need the house badly and you like this house as it suits all your requirements and the price seems to be right. However you have been lucky to come across this opportunity after seeing a dozen houses. However you are unable to decide and choose to see few more houses. With multiple choices you make things difficult for your decision. As time passes another bidder enters the fray and you lose the house, which you had liked. You missed the opportunity because you were unable to decide. Decision Paralysis made you lose the house.

How many times have you seen your favorite stock move up and feel sad that you did not buy it in spite of identifying the same at a much lower price? When you got a professional advice on a sale of a stock you owned and missed the opportunity to sell before the prices crashed you blame yourself for not taking the decision. Most of the times missed opportunities are due to our inability to decide at the appropriate time.

Look at the type of investment options available today in the capital markets. With over 7000 stocks listed on the stock exchanges and a battery of mutual funds offering different and varied investment options the choice for the investor though larger, the decision making becomes much more harder.

Why take a Decision?

We have to understand that deciding not to take a decision is also a decision. When we take a decision we give ourselves a chance to move from the present comfort zone. Once we do that we have a 50% chance of going right and a 50% chance of going wrong. If we choose not to take a decision we miss this 50% chance of going right. Maintaining a status quo in times of continuous change is definitely not the right thing to do. Another way of looking at decision paralysis is the inherent human tendency to resist change.

Why are we afraid to take decisions?

1. Fear of going wrong
2. The possibility of making a loss
3. Desire to avoid looking foolish
4. Unwillingness to take risks

All these reasons virtually stem from our psychological and cognitive defects. The most acute of this is loss aversion and egocentric human nature. Along with that heuristics like regret avoidance and belief perseverance also play a significant role in our mental frame up.

Take the following illustration.

You inherit from your rich uncle Rs.50 lacs and you need to invest the same. You will buy stocks, bonds, fixed deposits etc according to your preference and needs. It is simple, you have the money and you allocate across assets.

However if you were to inherit a portfolio of stocks amounting to Rs.50 lacs and you need to invest the same according to your best judgement. What would you do? Here is the problem. You need to make multiple choices. Sell the stocks in the portfolio and buy different stocks or some bonds etc. or maybe leave the portfolio as it is. Most of you would choose to leave the portfolio as it is. You choose to maintain status quo. A decision to delay an action or take no action at all becomes more likely when there are multiple options to choose from. The more the choice, the harder the choice.

This is very appropriate in the fund management industry. A new fund manager takes charge of a mutual fund. The fund has been performing fine under the leadership of the old fund manger who has left. The new fund manager has a difficult task on hand. He has multiple choices. Either to leave the portfolio as it is for the first month cooling period, immediately revamp the portfolio with the choice of his own stocks, change the weight age of the portfolio, give it an aggressive touch etc. In most of the cases one would adopt the first option. But since the fund managers job is to show performance he should realize that his performance would be judged from the day of joining and inheriting the fund. However he falls in the trap of benchmarking his performance to that of his predecessor and thus falls prey to decision paralysis and status quo bias.

Decision paralysis plays an important role in financial matters especially when you are dealing in the stock markets. The volatility of the stock markets also adds to distorting human behavior. And what is the safest and the best thing to do? Do nothing. Or as we call it maintain the Status Quo. We can enumerate a number of examples where we have identified this decision paralysis at work and we will share a few of them with you.

1. Remember the IT boom. Everyday the stocks were reaching new highs and this went on for over a year. Those who were invested in the tech stocks were everyday counting their wealth. I used to talk to a lot of fund managers and clients and all were of the same opinion that there was no rationality in the markets and the tech stocks were highly priced. However none saw the wisdom in exiting the markets as they all wanted to ride the wave. Each one was confident that he would sell when the market softened. There was this fund manager of a leading mutual fund who told me that he was also not happy with the current valuations and he would sell the tech stocks and start booking profits when the tide would turn. And his fund had a weight age of 80% in the technology sector. The market did start going down but it did not go down in one go. There was gradual erosion before the steep fall came. Actually the smart guys like our fund manager should have sold when the market showed signs of weakening as he was looking forward to such a situation. Why did he not sell? He was under Decision Paralysis and so were the other millions of investors who lost their fortunes in the tech bust. What if he sold and the market

went up? He would look like a fool. Greed got them in to decision paralysis. I have already discussed one of my other clients who was making huge profits in the tech sector and I was consistently going wrong when advising him to sell. He was also not the lucky one to sell out and in fact from profit he went in to a loss when he liquidated.

2. We all remember the story of the Unit Trust of India (UTI) the guardian to millions of Indian investors, corporate, old pensioners, widows, working class etc. Born in 1964 it was the only Indian Mutual Fund where Indians invested their savings. Operating in a socialistic environment the fund was open-ended but not NAV based. It consistently distributed dividends and the government supposedly guaranteed repayment. One could enter and exit at the prices made available by UTI itself. The Liberalization process started in 1991 and the entry of private and public sector mutual funds soon challenged the supremacy of the UTI. Now it was operating in a competitive environment and it still followed the design of the socialistic era. The stock markets were booming in 1995 and this was the best chance to make it open ended and let the investors enter and exit at the current NAV. Times were changing and it was not possible for UTI to survive in the new competitive environment. The writing was on the wall but no action was taken. The Deepak Parekh committee was appointed to advise restructuring of UTI but nothing was done. Decision Paralysis played its role and one fine day the inevitable happened. This not only

shattered the investors of UTI but also shook the stock markets and it took over a couple of years for the markets to recover.

3. Another area of Investors getting in to decision paralysis is when they buy top performing funds and do not reshuffle their portfolios. They are happy since their funds are doing well. Today when you have such a huge choice of funds available it is important to choose the right fund and the right fund is not necessarily the one, which has performed well, and everyday you see its advertisements. On the contrary the chances of it sustaining the performance are much less. By definition a mutual fund captures the mutuality of the market, so in bull phases if you are invested in a top-performing fund the time is to take the decision to reshuffle. Don't let Decision Paralysis hamper your investment decisions.
4. All stock markets have their story of the bull and the bear phases. Greed and fear are a part of the market phases. Excesses characterize the bull phase where every stock is sellable. During such a phase all sorts of companies enter the capital markets to capitalize on the Bull Run. Money becomes an easy commodity to tap. Investors get trapped in to such stocks when the Bull Run ends. Investors curse their luck and swear to get out of such stocks as soon as they can. For years they are nursing them and waiting for the opportunity to exit. However when the next rally comes and such junk stocks start rising they do not sell. Why do they not act? They prefer to maintain the Status Quo as their greed starts dominating and they hope to make money in such junk stocks.

I have come across various examples of investors unable to decide and prefer to be in the safety of doing nothing and maintaining status quo. Why do people behave in such a way? Why are people so resistant to change, so intent on not rocking the boat? Is there something so intrinsically attractive about the status quo or is there something so inherently frightening about the prospect of change? The answer is a definite "YES" and the concept of Endowment Effect explains it all.

Endowment Effect

Lets see a few of real life experiences.

1. Conversation between a broker and his client Mr. Ganesh.

Mr. Ganesh: What is the price of Tata Steel?

Broker: Sir, it is Rs. 298/ 299.

Mr. Ganesh: Give me a call when it reaches Rs.300. I need to sell.

The price reaches Rs.301.

Broker: Sir. The price is Rs.301/302. Should I sell? It is one rupee above your limit of Rs.300.

Mr. Ganesh: No. The market seems to be going up. I will wait for a price of Rs.305. Give me a call then.

The price goes up to Rs306 and the broker calls.

Broker: Sir. The price is Rs.306. What should I do?

Mr. Ganesh. Wait. Keep a limit of Rs.315. If it touches that don't even ask me. Just sell. I am sure it will go up. This is a great company and such a low price for such a great stock is ridiculous.

The price reacts back to Rs.301 and the broker calls.

Broker: The markets are down and the stock is back to Rs.301.

Mr. Ganesh: The market may be down but the stock cannot go down. It is such a great stock. I know we will get the price tomorrow when the markets are up. Don't worry we will sell tomorrow at Rs.315. The market is selling a good stock so cheap. I just can't believe it.

2.Conversation between a mother and her son Raju.

Raju: Mom, see what I have got. The latest stereo system. How sleek is it? It would fit perfectly in our drawing room. Wait till I play it. You are going to love the sound effect.

Mom: Such an expensive stereo. Raju where did you get the money?

Raju: I have got it on a fifteen-day trial basis. This shop down the corner allows you to use the goods before you buy. What a great store? I don't have college so I thought at least I would have some good music at home for two weeks.

Mom: Are you sure they will take it back without any fuss?

Raju: Off course mom, don't worry. Here is the card which says that they will take it back without questions asked if returned within the 15 day trial period.

Mom: That's great. Handle it carefully and be careful. I am sure they will not take it back if it is misused.

Raju: Mom don't worry. I will be careful. Moreover they are good people. Who will give us such an expensive thing for trial? They trust us.

After 14 days.

Mom: Raju don't forget the trial period ends tomorrow and we need to return it back. It's sad that we will miss all this good music.

Raju: Mom, don't you think that we should keep it and make the payment. Listening to music from good equipment makes so much difference. Moreover it *has just fitted exactly with our furniture and décor. Its like it was specially made for our living room.*

Mom: Yes Raju you are right. Even I was wondering how empty that place would look once the stereo is gone. I will need to get something else to fill that place. I think it is a good idea to keep the stereo. Tell them we will not part with it. We will make the payment.

Raju: Oh mom. Thank you so much. You are so sweet.

3.Conversation between analyst Suresh and his friend Swati.

Suresh: Hey Swati. I am sorry that I need to cancel this evening's date.

Swati: What happened? We fixed the program two weeks back.

Suresh: I am holding stocks in this company Jindal Steel and they have called an analyst meet. The stock is very hot in the markets. It's my very favorite stock.

Swati: So are you going to sell it?

Suresh: No. Not at all. I may buy more. I want to know what the management feels. I hope my thinking matches with theirs. I have done extensive research *and bought the stock. Moreover a couple of people from the management know me as I had met them when I last visited them at their office.*

Swati: Suresh. This does not seem to be that important. You are not going to sell. Moreover you could know what happened at the meet from your friends. I still don't understand why you are canceling our date for an analyst meet.

What would you do in the following situation?

You have been gifted a Souvenir jug worth Rs.100 (in the marketplace).

Someone offers to buy it from you.

What is the very least that you would expect to be paid for the jug?

A. 100 B. 80 C. 70 D. 50

Your neighbor has received a Souvenir jug worth Rs. 100 (in the marketplace) as a gift. He offers you the jug for sale.

What is the most that you are willing to pay for the jug?

A. 100 B. 80 C. 70 D. 50

It is obvious. When someone offers to buy the jug from you, you would like to get paid Rs.100. But when the same jug is offered to you, you would like to pay only Rs.50. Why is there such a big difference in the price offered and the price tendered when the person is the same and the jug is the same? Whatever belongs to us is more valuable and whatever belongs to others is less valuable for us. When something becomes a part of our possession its value increases. A value of a good increase when it becomes a part of one's endowment.

In one way this also answers as to why people prefer status quo to change. By foregoing change in favor of the familiar they are demonstrating a level of happiness with the current situation. True a decision to do or not to do something could be influenced by a host of other factors such as doubt, fear or confusion. Nonetheless keeping things as they are is a vote of confidence for the current circumstances irrespective of whether it is good or bad. Preference for holding on to what you got is a lot stronger than most people think. People tend to overvalue what belongs to them relative to the value they would place on the same possession if it belonged to someone else.

Because people place an inordinately high value on what they have decisions to change become all the more difficult. Off course people do manage to overcome this tendency for if they didn't they would not sell their homes or trade their used cars or divorce their spouses. But to the extent that the endowment effect makes it hard to properly value what is and isn't already yours you may fail to pursuing options, which are in your best interest. In fact endowment effect is just another manifestation of loss aversion: people place too much emphasis on instant gratification and too little value on opportunity costs.

Endowment Effect and Investing:

Endowment effect is very relevant as far as Investing is concerned. The stock market participants, the analysts, fund managers and the companies all become victims of endowment at one time or other. Below are a few of my experiences in my professional career.

1.Investors always mentally overvalue the stocks they hold. They feel that the market always undervalues the stocks they hold:

Lets for a moment go back to the conversation Mr. Ganesh was having with his broker. Was he playing games? Every time the stock went up he would increase his limit. Do you think is it the correct thing to do? No Mr. Ganesh were not playing games. He is a serious investor. But his endowment effect towards Tata Steel is very high. He strongly believes that it is a great company and he is the proud owner of the stock. But he believes that the market is not giving him a fair price for his stock. He firmly believes that the market is undervaluing his stock.

2. Trial and Money back guarantee:

Enter conversation between Raju and his mother. Notice how buying a product on trial got them to buy it. There was no force of any sort. They willingly bought it and were very happy with the decision. The shop owner understood endowment effect very well. He knew that once the stereo sits in their drawing room it will become a part of their endowment and it will be very difficult for them to part with it. They never even bothered to find out whether the stereo is competitively priced, whether there are better models in the market, whether the same company etc has introduced a new model? It had become a part of their endowment and hence very precious.

Businesses understand opportunity costs too well. That is the reason they are willing to give you their products for trial with money back guarantees on purchases. They know too well that once the product sits in your house for a few days it would become a part of your endowment and you may not like to return it. Whatever values you would have paid for the product is it a TV or a stereo, once it sits in your living room its value increases for you.

3. Analysts Meets and Company Visits:

Lets revert back to the analyst Suresh and his friend Swati.Why is Suresh going to the analyst meet and canceling the date with his friend? Suresh owns this stock of Jindal. His endowment effect is very strong. He wants a confirmation on his having chosen the right stock. Suresh is going to the analyst meet for a training to be a good salesman for the company.

Why does one go to an analyst meet or a company visit? To learn more about the company. Correct? Do you really expect to hear the right things? If yes you are living in a fools paradise. Companies understand the value of endowment effect and when they call you and feed you, you are going to feel nice about the company and with their presentation there is every chance that you will buy in to the company or make others buy. Moreover why do analysts go to analyst meet? To learn about the company? Definitely no. There are two reasons: Firstly it helps them to meet other analysts and learn about new attractive job openings and salary scales and off course the entertainment value. Secondly when analysts or their firms are holding the stock they go for the confirmation bias. It gives them the satisfaction that they have bought a good stock. They go to hear good things about the company. But it is this segment that is the main spokesmen of the company. Their endowment effect makes them good salesmen for the company's stocks. For a company it's worth all the expenses.

4 A Fund Manager's Story:

This is an episode during the tech boom. There was this fund manager who held a large portion of a particular technology company. Somewhere around the first quarter of 2000 the company hosted an analyst meet. This fund manager went for the analyst meet. Now with a sizeable holding in a stock a fund manager can call the management to his office. He need not go to an analyst meet. The management apprised the analysts of difficult times ahead and they virtually gave a profit warning. After the meeting this fund manager was frantically meeting every analyst and trying to convince them on the stock. He went to the extent of saying that he had just returned from the United States and the management did not understand the future potentiality of their own business. The tech story had already started melting but this fund manager was unable to see reality. His intention was not to misguide anybody but he was so caught up in his endowment effect that he sincerely believed that nothing could go wrong with the stock. When the stock started falling he could not exit as he always felt that the market was undervaluing the stock. Needless to say a lot of other fund managers, individual investors suffered like our fund manager due to the endowment effect.

Endowment effect leads people to go in for instant gratification and makes them to ignore future opportunity costs. That is the reason most of the employees are reluctant to save for their retirement by putting money in public provident funds where the added advantage is that the employer also puts in an equal amount. Why do most of them shun public provident Funds? Because the pleasure of getting the full salary without deduction is much more. They are able to fulfill immediate consumption at the cost of foregoing future higher benefits.

Confirmation Trap: Because of the endowment effect investors are more prone to get in to the confirmation trap. Investors seek information that supports their existing point of view, while avoiding information that contradicts their opinion. Psychologist Thane Pigman in Slip of the Tongue sums it up well “I see it when I believe it”. Company visits and analysts meet are confirmation traps.

Are you a victim of Decision Paralysis and Endowment Effect?

You might suffer from Decision Paralysis if

- You have a hard time in choosing investment options
- You react adversely when your decisions turn out poorly
- You buy things on trial but mostly never return them
- You delay making investment and spending decisions
- You tend to fall in love with stocks you own
- You go to company visits and buy stocks
- You do not have a retirement plan in place

What is the Plan of Action?

There is no fixed action plan one can suggest, as only you can be aware of your own ability to deal with such situations. However there are some helpful ideas you could keep in mind which could help you to be self aware and alert.

- Deciding not to decide is also a decision. Postponement and delays may seem to be the path of least resistance. However you need to bear in mind that when you take a decision you are moving away from your existing level of comfort. You have a 50% chance of going right and a 50% chance of going wrong. If you prefer the status quo and don't take the decision you lose the 50% chance of being better off. Moreover in times of constant change it is not the right thing to be in the present comfort mode.
- Consider the opportunity costs. Consider that you have your money stacked up in bank deposits. There is nothing wrong in it. But what if you invest in to stocks? You believe that it is a risky decision. But consider the other vital point. You invest in to stocks having the future in mind. At present you are only looking at the present and playing it safe. Just imagine that a proactive step like this works out, but you did not take the chance. Think how would you feel if the stock investments went way up. So imagine the feelings of regret you may feel for not taking decisions. This will help you to overcome your resistance to change.
- Put yourself on autopilot. This has more to do with your investments. The best way is to every month earmark a fixed sum towards investment in stocks. This will enable you to ride the bull and the bear waves and the volatility of the markets will not make you panic. On the contrary you will be able to manage the heartburns that come with this volatility. If you are having a house mortgage instruct your bankers to every month make the

necessary payments. This will keep you free from deciding every month to repay the loan or spend the money on something else.

- Change your frame of reference: One simple way to make a decision more easily is to change your frame of reference. Approach decisions from a neutral state. Heres how you do it. You are holding shares of Tata Steel and your friend recommends that you sell Tata Steel and buy Jindal Iron and Steel. This choice can lead you to decision paralysis. The best way for you is to imagine that you are not holding any stock of Tate Steel. You are having cash with you that need to be invested. You have to choose between Tata Steel and Jindal. If your choice is Tata Steel then don't go for the conversion. If the choice falls on Jindal, go ahead and make the switch. This may sound simple and it should. The hard part is recognizing that your decision is being hampered by the way you are viewing the problem to begin with.
- Don't get married to your stocks: Why do you make investments? Why do you buy stocks? To create income and wealth. Correct? You need to go from Colaba to Nariman Point. You have a choice of different types of vehicles like taxi, bicycle, bus, car etc. Similarly when you invest your goal is to go from one comfort level to other. So you need investment vehicles, which come in the form of stocks, bonds, mutual funds etc. If you take a taxi from Colaba to Nariman Point do you fall in love with the taxi and buy it so that you can always keep it with you? Taxi was hired for a purpose and once the goal is completed you let the taxi go. Same goes with

stocks. Once they have fulfilled their task and helped you reach your goal you have to let go. You do not fall in love with them.

- Understand that there is no free lunch: When you get to take home goods on trial and when you get invited for company visits and analysts meet, or sales promotion parties, please treat them with skepticism. Don't allow yourself to feel good about such offers. Always be on the prowl to look for the catch. This would enable you to have a neutral and broader outlook. With this attitude you are not allowing your emotions to control your decision-making.
- Learn to apply the Dale Carnegie Principle on Worry: When we are unable to take decisions we are in the worry mode and thus get in to decision paralysis. If you are planning to take a decision ask yourself as to what is the worst that can happen if you take the decision. Analyze the facts and the situation; it may not be as bad as you think. Be prepared for an action plan if the worst happened. Go ahead and take the decision.

Now I am sure you are aware how emotions play a role in decision-making and you could be in control of your emotions with some self-awareness. But what happens when you decide to cheat yourself and avoid looking at the realities. Lets go ahead to know more about our nature of accounting when it comes to Money.

PPFAS
There's only one right way©