

Preparing for Unintended Consequences in a Connected, Empowered Culture

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Unintentional Consequences of Good Design

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How to Apply - Application Guide

Use the application instructions found on this page along with the guidance in the funding opportunity announcement to submit grant applications to NIH, the Centers for Disease Control and Prevention, the Food and Drug Administration, and the Agency for Healthcare Research and Quality.

Prepare to Apply

- [Systems and Roles](#)
- [Register](#)
- [Understand Funding Opportunities](#)
- [Types of Applications](#)
- [Submission Options](#)
- [Obtain Software](#)

Write Application

- [Write Your Application](#)
- [Find Forms](#)
- [Develop Your Budget](#)
- [Format Attachments](#)
- [Rules for Text Fields](#)
- [Page Limits](#)
- [Data Tables](#)
- [Reference Letters](#)
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Submit

- [Submit, Track, and View](#)
- [How We Check for Completeness](#)
- [Changed/Corrected Applications](#)
- [Due Dates](#)
- [Submission Policies](#)
- [Dealing with System Issues](#)



RELATED RESOURCES

[FAQs - Applying Electronically](#)

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Help

WHAT BROUGHT ME HERE...



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better customer experiences.



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A black and white photograph of a woman with long dark hair, wearing a textured knit sweater. She is holding a white rectangular sign in front of her face with both hands. The sign has the text "#ME TOO" written on it in a simple, hand-drawn font. The background is a plain, light-colored wall.

#ME TOO

SLOW



But my boys are trained and they know better. They would never even go in that area of the basement. It's all in a certain area and they would never touch them. My sons actually own their own guns and they don't touch them unless they've been given permission or if I'm around. So they would never.

Russ B. (40) Male, Parent, Tonawanda NY

**WHAT CAN YOU DO
TO AVOID
UNINTENDED
CONSEQUENCES?**



Failing to consider second- and third-order consequences is the cause of a lot of painfully bad decisions, and it is especially deadly when the first inferior option confirms your own biases. Never seize on the first available option, no matter how good it seems, before you've asked questions and explored.



Ray Dalio

“AND THEN WHAT?”

Am I seeing this clearly?

IS **SELF INTEREST** LEADING ME TO SEE THE ONLY SOLUTION?

WHAT EMOTIONS ARE INVOLVED? FEAR? GREED? LUST/DESIRE? OPTIMISM?

WHAT HAPPENS IF I **REMOVE EMOTIONS**?

HOW CAN I LEARN WHILE WE ARE IN MOTION?

CAN I REALIGN MY INCENTIVES TO **LEARN AND PIVOT** VS. BE RIGHT?

Am I willing to listen?

WHO HAVE YOU ASKED FOR FEEDBACK?

WHAT ARE THEY REALLY SAYING?

WHAT'S NOT BEING SAID BY PEOPLE I DIDN'T ASK?

HAVE YOU ASKED WHY THIS WOULD FAIL?

DO PEOPLE FEEL COMFORTABLE TELLING ME THE TRUTH?

Where should I second guess?

WHAT OUTCOME **AM I ATTACHED TO?**

DID I THINK THROUGH ALTERNATIVES?

WHY WERE THE CREDIBLE ALTERNATIVES DISMISSED?

AM I SURE THEY SHOULD BE DISMISSED?

HOW CAN I BE **MORE SURE** THAT THE BAD IDEAS WERE ACTUALLY BAD?

Can I view it from another lens?

IF I HAD TO MAKE THIS DECISION AGAIN IN THE FUTURE, WHAT INFORMATION WOULD I WISH I HAD?

IF I HAVE MADE A SIMILAR DECISION IN THE PAST, WHAT INFORMATION DO I WISH I HAD?

CAN I DO A WORST CASE POST MORTEM?

HAVE I QUESTIONED THE NUMBERS AND DEPENDENCIES IN MORE DETAIL?

DOES THIS ALIGN WITH MY MISSION AND CORE VALUES?

SUMMARY

- 1. LISTEN, OBSERVE AND HEAR WHAT YOU MAY NOT WANT TO HEAR**
- 2. CO-CREATE WIN-WIN SOLUTIONS**
- 3. TAKE THE TIME TO SAVE THE TIME**

Thank you.

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