



Disruptions,
Deceptions
and

DECISIONS

DISRUPTIONS

Personal job change, move,
family issues

Organizational leadership
change, negative work culture

DISRUPTIONS

Industry-wide technology,
regulatory changes, market upheaval

Global war, pandemic, economy



BREAKING THE
MAGICIAN'S
—CODE—





 YAYOI89



Processes hijacked by disruptions

1) Getting It Done



Threats



Contrast



Change





**Threats,
Contrast,
Change**

**Your
brain**

**Your
goals**

Pitfalls of misdirection

- Inconsistent
- Unreliable
- Unpredictable
- Less trustworthy

The influence of acute stress on attention mechanisms and its electrophysiological correlates

Jessica Sanger,^{1,*} Laura Bechtold,² Daniela Schoofs,³ Meinolf Blaszkewicz,⁴ and Edmund Wascher⁵

“...stress leads to strong distractibility”

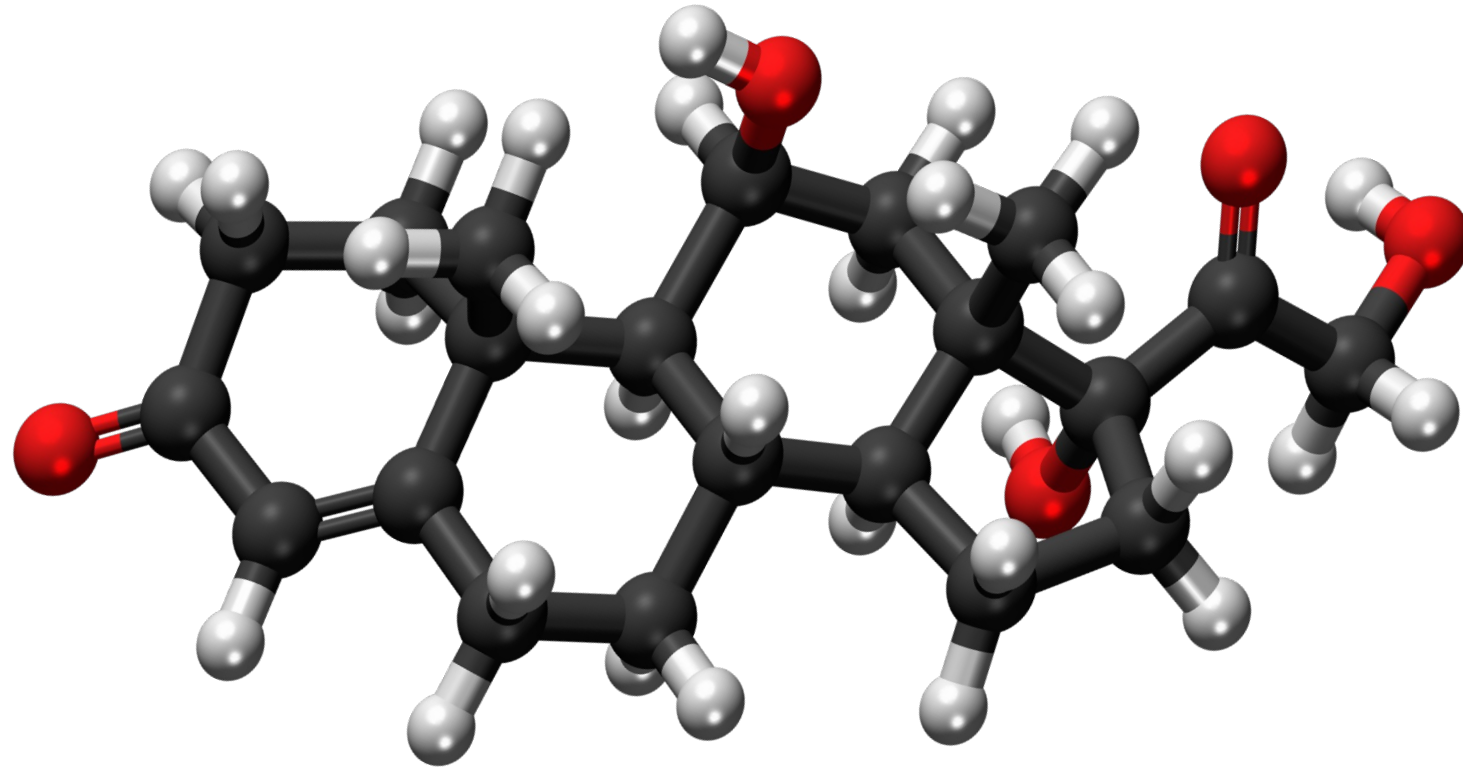
Psychosocial stress reversibly disrupts prefrontal processing and attentional control

C. Liston^{a,b,1}, B. S. McEwen^b, and B. J. Casey^a

^aDepartments of Psychiatry, Neurology, and Neuroscience, Weill Medical College of Cornell University, 1300 York Avenue, Box 140, New York, NY 10021; and ^bLaboratory of Neuroendocrinology, The Rockefeller University, 1230 York Avenue, Box 165, New York, NY 10021

“stress impairs attentional control.”

Cortisol



The **STRESS** hormone

A person with dark skin is shown from the chest up, wearing a light-colored t-shirt and a gold chain necklace. They have their right hand pressed against their forehead and are looking down with a stressed or overwhelmed expression. The background is a solid, muted grey color.

RECOGNIZE stress signals

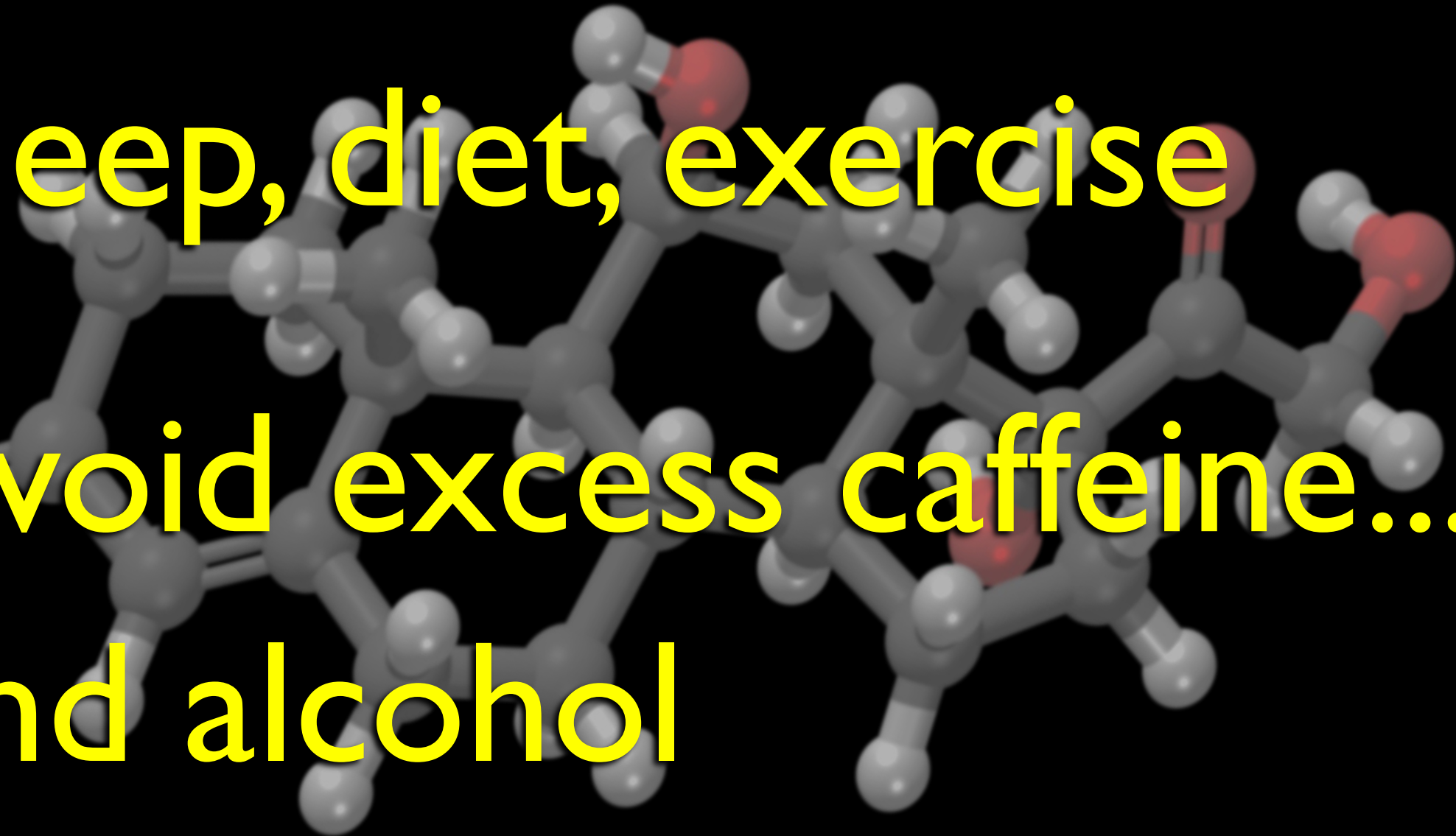
- easily distracted

- unproductive, de-motivated

- unhealthy habits

REDUCE cortisol

- Sleep, diet, exercise
- Avoid excess caffeine...
and alcohol







A man in a dark green hoodie is sitting at a desk, multitasking. He is holding a black cup with a white logo in his right hand, pointing at a computer monitor with his left hand, and using a mouse with his right hand. A large red 'X' is superimposed over the word 'MULTITASKING!' in the top part of the image.

MULTITASKING!

Background tasking

Switchtasking

Switchtasking:

- wastes time
- increases errors
- wastes money
- causes stress



Processes hijacked by disruptions

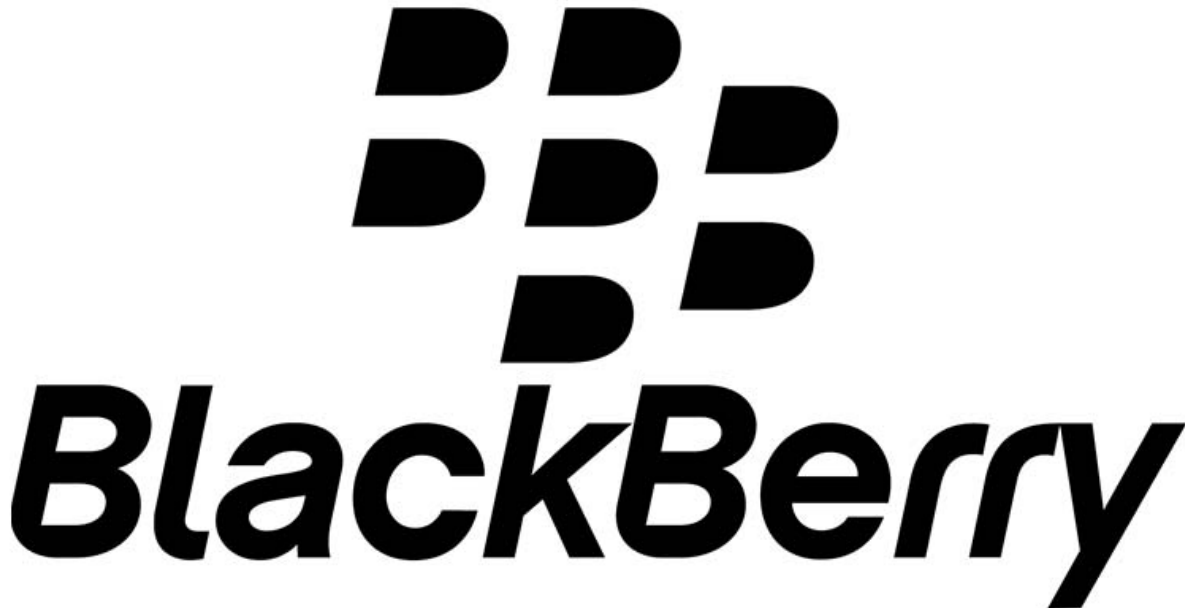
- 1) Getting It Done
- 2) Adaptation and Innovation

**STATUS
QUO**

BIAS

*“... it ain't
broken,
DON'T FIX
IT!”*





amazon

The Amazon logo consists of the word "amazon" in a bold, black, lowercase sans-serif font. Below the word is a curved orange arrow that starts under the letter 'a' and points to the right, ending under the letter 'n'. The arrow is thick and has a slight curve, resembling a smile.

STATUS QUO:

processes,
systems,
Habits, etc.

ENVIRONMENT

- markets
- resources
- regulations
- family
- technology

MISSION:
Goals and
objectives



STATUS QUO:

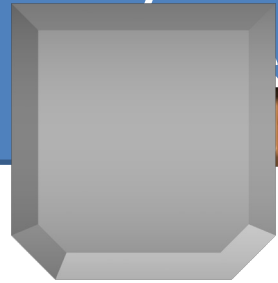
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Stress Prompts Habit Behavior in Humans

Lars Schwabe and Oliver T. Wolf

Journal of Neuroscience, 3 June 2009

Reduce status quo bias

The background of the slide features two goldfish bowls. The bowl on the left is filled with water and contains several goldfish swimming. The bowl on the right is empty. This visual metaphor represents the concept of status quo bias, where the current state (the fish in the bowl) is often maintained even when a better alternative (the empty bowl) is available.

I) Assess current processes

**Identify your processes
that could be improved
or replaced.**

Are your

inefficient?



ineffective?

processes

PITA?

Reduce status quo bias

The background of the slide features two goldfish bowls. The bowl on the left is filled with water and contains several goldfish. The bowl on the right is empty. The text is overlaid on this background.

1) Assess current processes

2) Promote psychological safety



Psychological Safety

An illustration of a person's head in profile, facing right. The head is dark blue. Inside the head, two hands are raised, holding a glowing yellow lightbulb. The background is a solid grey color.

- challenge the status quo
- risks w/o reprisal
- safely “speak up”



**GRAB your
CARDS and
STAND
UP!**



Processes hijacked by disruptions

- 1) Getting It Done
- 2) Adaptation and Innovation
- 3) Decision Performance

A vibrant sunset scene over a body of water. The sun is low on the horizon, creating a bright orange and yellow glow that reflects on the water's surface. Rays of light break through the clouds, creating a dramatic, ethereal atmosphere. The sky transitions from a deep orange near the horizon to a clear blue at the top.

*Everything happens
for a reason*

A dramatic night sky with dark, stormy clouds and several bright lightning bolts striking down. In the distance, the lights of a city are visible on the horizon. The overall mood is intense and powerful.

Everything happens for a reason

Sometimes the reason is
you're **stressed** and make

suboptimal decisions.

A man with dark hair and a beard, wearing a colorful plaid shirt, is sitting in a chair and looking thoughtfully to the right. He has his hand to his chin. The background is a bakery with shelves of bread and a stone wall. The text is overlaid on the right side of the image.

**The average adult
makes 35,000
decisions
every day.**

A Brain-Changer: How Stress Redesigns our Decision-Making

By Hannah Potts

Perspective:

The neural networks which govern decision-making are activated differently under chronic stress.

decision-making behaviors between the two groups.



Effects of stress on decision process

- 1) Stop looking for options too soon
- 2) Use nonsystematic approach
- 3) Decide too quickly

Decision Performance



- 1) Define the core problem
- 2) Perform the two option test

Most (76%) decisions failed
52% by executives (compared
to 32% privateers) and
2 options) AND YET...

Decision Performance



- 1) Define the core problem
- 2) Perform the two option test
- 3) The vanishing options test



Teamwork!

Feedback for Steve

Scan this QR code



Or go to

<https://talk.ac/stevehaffner>

and enter this code when prompted

MAGIC

bonus ebook:
7 Strategies for Making Great
Decisions
