

Decision-Making Under Stress

Purpose: Help leaders distinguish between decision quality and decision *state*.

1) Under pressure, my decisions tend to become:

(choose what fits most often)

- rushed
- delayed
- over-controlled
- overly cautious
- overly decisive
- inconsistent
- mostly unchanged

2) When urgency is high, I notice:

(e.g. narrowing options, mental speed, need to resolve)

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3) A recent decision that felt heavy or forced was:

(you don't need to analyse it)

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4) Looking back, the *state* I was in at the time was:

- regulated
- pressured
- fatigued
- uncertain
- emotionally loaded

5) One insight I'm taking from this lesson is:

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Decision quality improves when the system deciding is organised.