



DECISION-MAKING UNDER PRESSURE

How Legal & Business Leaders Improve Judgment When Facts Are Incomplete and Stakes Are High

This workbook accompanies the Electric Cow Decision-Making Workshop and is designed for lawyers, legal professionals, and business leaders who must advise, decide, and act when facts are incomplete, risk is evolving, and the consequences matter.

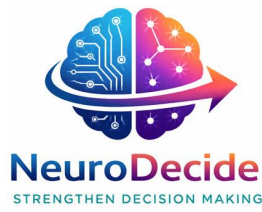
What NeuroDecide™ Does?

- Measure your team's decision-making traits.
- Understand how your team gets in its own way.
- Build a shared language for better decisions.
- Apply strategies that improve decisions under pressure.

Decision-making is trainable and improves with awareness and regulation. Better decisions begin by understanding how you decide when conditions are hardest.

Grounded in neuroscience and established research on judgment and decision-making, the tools are designed for immediate application in
Electric Cow:

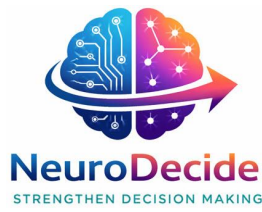
Decision science for professionals who advise, lead, and decide under real-world pressure



High-performing legal and business teams succeed by making clear, disciplined judgments when facts are incomplete, legal exposure is uncertain, and business consequences are significant.

The goal of this workshop is to help legal and business professionals recognize how judgment changes under pressure and strengthen the capabilities required to advise, decide, and act when clarity is limited and time is compressed.

This version of the workshop has been shortened to fit a one-hour time frame. The full workshop is three hours and includes the NeuroDecide™ assessment.



Decision Making in Uncertainty

Legal leadership is judgment under uncertainty.

Lawyers and business leaders are often asked to make recommendations before all facts are known, before risk is fully measurable, and before outcomes can be predicted with confidence.

When conditions are stable, established structures and routines are often sufficient. As economic conditions become volatile, uncertain, complex, and ambiguous, decision quality depends less on structure and more on decision capability.

Decision-making is situational. The same leader can make strong decisions in one context and struggle in another as pressure, time constraints, and uncertainty change.

Without deliberate attention to how decisions are made, the costs of delay, misalignment, and poor judgment rise quickly.

Many professional breakdowns are not failures of intelligence, diligence, or effort. They are judgment failures made under pressure, often when assumptions harden too quickly, risk is miscalibrated, or the group mistakes confidence for clarity.

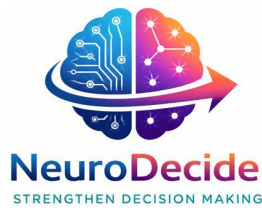
Improving decision-making quality is one of the strongest multipliers of organizational performance, culture, and risk. Yet it remains one of the least deliberately developed leadership capabilities.

Decision-making is about understanding and improving how judgment operates under pressure.

In this workshop, you will enhance team decision-making by:

- Making better decisions when conditions are hardest.
- Strengthening a team's judgment under pressure.
- Aligning teams around a shared decision framework.

Throughout the session, you will examine real decisions, reflect on your own patterns under pressure, and apply practical tools grounded in neuroscience and behavioral research. The goal is not perfect decisions. The goal is better judgment, earlier awareness, and fewer costly blind spots.



Your Goals for Today

What Decisions Matter Most Right Now?

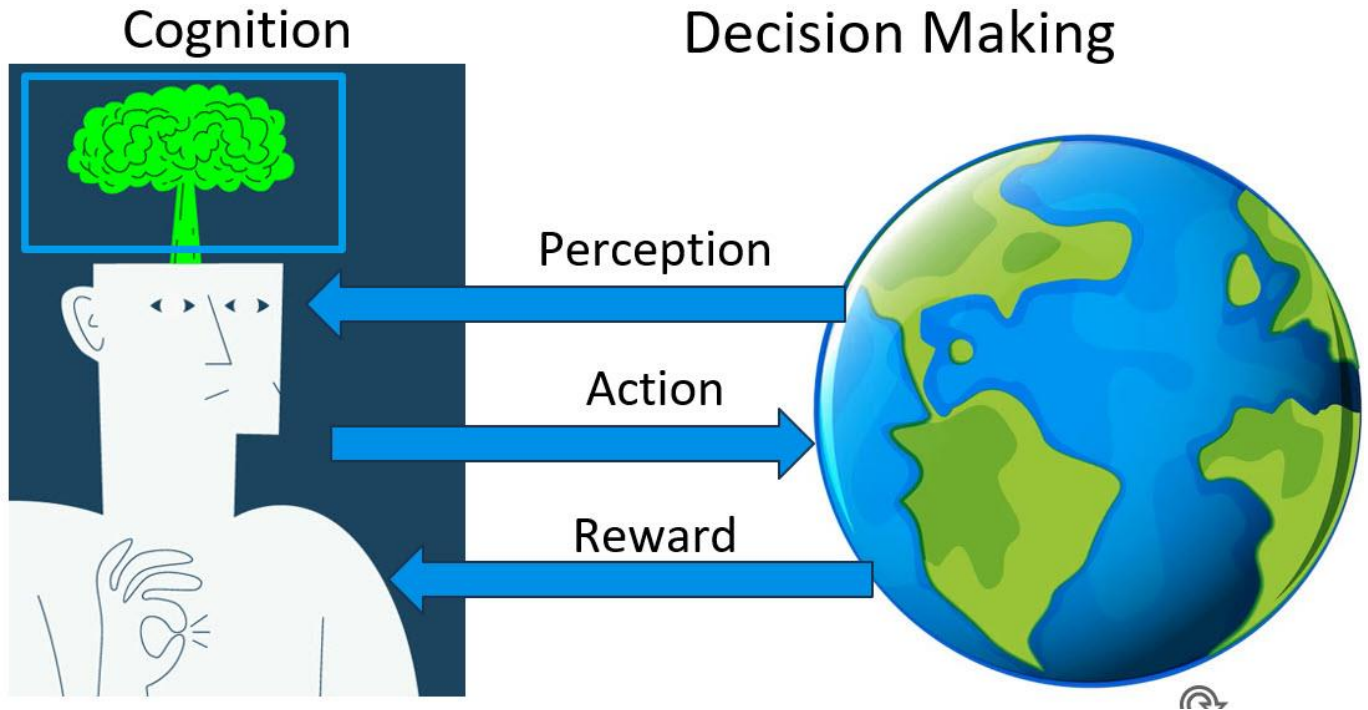
Decisions That Matter

1. Do we have the right leaders for the next three to five years?
2. Can our leaders operate effectively without playbooks?
3. Are our top performers also strong decision makers?
4. Where are execution gaps really decision gaps?
5. Where are we taking the wrong risks or avoiding the right ones?
6. How quickly do we adapt when conditions change?
7. What advice should we give when the facts, law, or business risks are still evolving?
8. When should we recommend action, delay, escalation, or further analysis?
9. Are we calibrating legal risk, business risk, and reputational risk appropriately?
10. Where are we mistaking precedent for judgment?
11. Where are we over-protecting the client, and where are we exposing them to unnecessary risk?
12. How do we keep decision quality high when senior voices, time pressure, or client urgency shape the room?

What results do I want from this workshop?

Why?

What is Decision Making



Decision-making is the process of interpreting incomplete facts, assessing risk and exposure, regulating emotional and cognitive responses, and committing to a recommendation or course of action in the face of uncertainty.

How High-Performing Legal and Business Leaders Solve Problems

- Identify the real legal, business, or human issues.
- Separate facts from assumptions.
- Evaluate legal exposure, strategic upside, and practical consequences.
- Recommend a clear path forward.

This is the difference between reactive management and strategic leadership.



Decision Capability is a Competitive Advantage

- Decision-making is a team sport.
- The quality of team decisions depends on decision capability.
- Current economies demand better decision-making skills.
- Decisions can reduce exposure, preserve leverage, protect trust, or create unnecessary risk.

Current Business Climate

Volatility — Rapid, unpredictable change

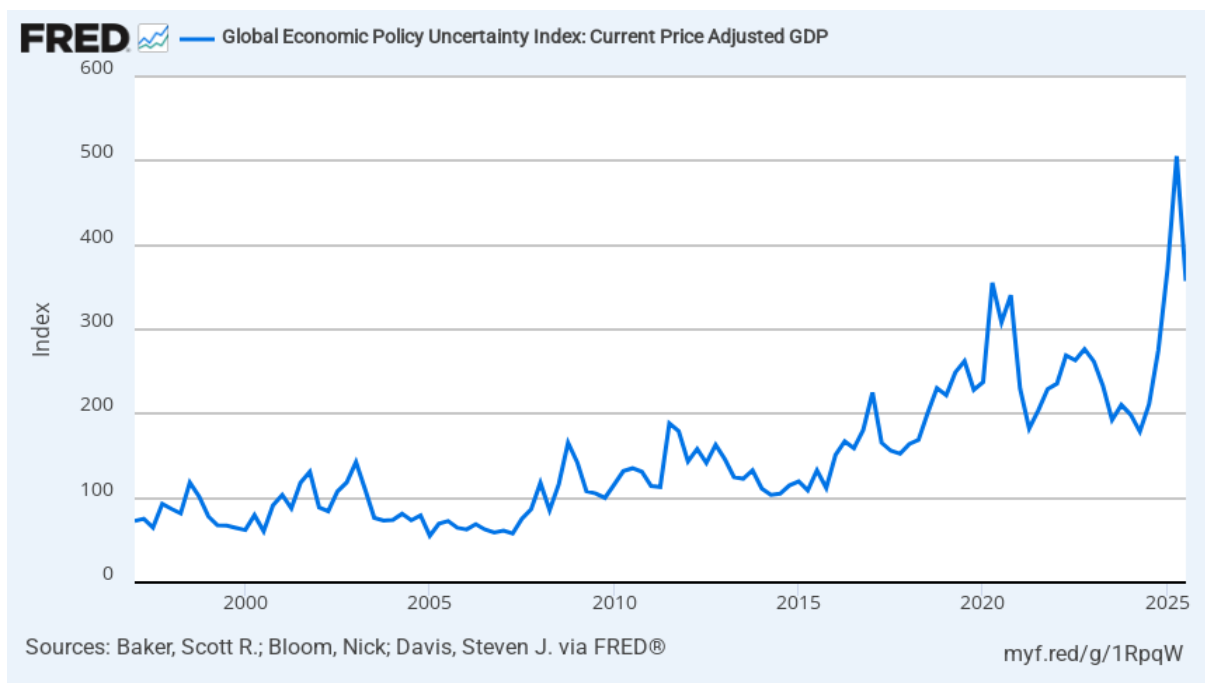
Uncertainty — Limited or unreliable information or predictability

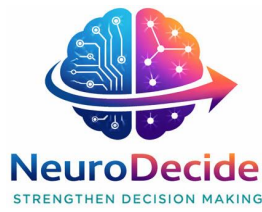
Complexity — Interconnected factors with unclear cause and effect

Ambiguity — Unclear meaning despite available data

The current state of business is characterized by constant change, without clear cause-and-effect relationships, reliable precedents, or stable rules to guide decisions. Taken together, these trends indicate that legal and business leaders face an environment in which data alone does not guarantee clarity.

For lawyers, this shows up when the law is unsettled, the facts are incomplete, the client wants certainty, and the available options each carry distinct risks.





When Does Team Decision Quality Break Down?

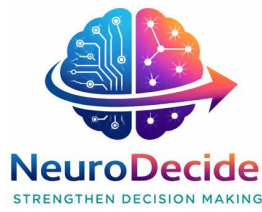
- Teams fight because they hold different decision-making views.
- Urgency and speed are mistaken for progress.
- Seniority, expertise, client urgency, or role authority can narrow the discussion too early.
- Meetings drag on because no one is clear on what decision is being made.
- People argue over facts or legal interpretations when the deeper disagreement is about assumptions, risk tolerance, or the client's true objective.
- Advice is given, but the underlying risk tradeoffs are quietly revisited later.
- Alignment is assumed instead of tested.
- Action happens before thinking feels complete.
- The group confuses legal defensibility with strategic wisdom.

The Cost of Poor Decision Making

- IBM estimated that data-driven decision failures cost the U.S. economy three trillion dollars.
- McKinsey surveyed global executives and found that ineffective decisions waste the equivalent of approximately half a million management days per year, or about \$250 million in wages.
- 49% of companies stagnate by failing to identify and fix poor decisions.

The Financial Value of Better Decision-Making

- 40% of performance variance in turbulent markets is driven by decision quality.
- 7% increase in return on invested capital (ROIC) is associated with improved decision-making.
- Higher return on assets (ROA) is delivered by leaders with greater tolerance for ambiguity in uncertain environments.
- 4–10% productivity gains result from stronger Impulse Control, equivalent to an 18% increase in financial incentives.



Dimensions of Decision Making

Under pressure, leaders do not lose intelligence; they lose access to it. Time constraints, uncertainty, emotional load, and competing demands cause leaders to rely on predictable decision-making defaults. These dimensions represent the core capabilities that determine whether judgment holds or collapses in high-stakes conditions.

The Four NeuroDecide Traits

Measurable Using NeuroDecide Assessment

- **Risk Appetite:** The ability to calibrate downside protection against upside opportunity.
- **Ambiguity Tolerance:** Comfort making decisions with incomplete or imperfect information.
- **Cognitive Flexibility:** The ability to update mental models when assumptions no longer fit reality.
- **Impulse Control:** The capacity to pause long enough for judgment to catch up with urgency.

Why These Four Traits

Research and practice have identified numerous cognitive and personality factors that influence decision-making. NeuroDecide focuses on these four because they are the most predictive of decision quality under pressure.

When time is compressed, information is incomplete, and stakes are high, leaders rely on a small set of dominant capabilities. Together, these traits regulate speed, openness, restraint, and commitment. When any one of them collapses, decision quality declines.

Follow where we are on the path by following the bold text at the bottom of the page.

Risk Appetite | Ambiguity Tolerance | Cognitive Flexibility | Impulse Control

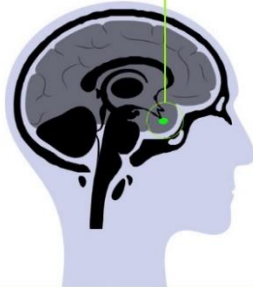
Neuroscience of Decision Making in Change

- Economic pressure shifts the brain into survival mode, reducing creativity.
- Volatility heightens emotional threat signals and urgency.
- Uncertainty and ambiguity divert attention from reflective thinking.
- Complexity overloads the prefrontal cortex, limiting working memory and flexibility.

When cognitive load rises, leaders tend to rely on fast, familiar responses when broader judgment is required. In legal and advisory work, pressure rarely looks like emotion. It often manifests as a sense of urgency, client demand, senior confidence, deadline anxiety, or a desire to offer certainty before it is available.

Amygdala

Volatility and threat heighten emotional reactivity and urgency.



Amygdala:

Under the pressure of economic uncertainty, the amygdala increases threat detection and emotional salience, biasing leaders toward speed, caution, or defensive action rather than exploration.

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Hippocampus

Stores long-term memories makes them resistant to forgetting.

Uncertainty disrupts context, pattern recall, and learning from prior experience



Hippocampus:

Provides context and memory, helping leaders compare current situations to past experiences when making decisions. The hippocampus supports pattern recognition and learning, allowing decisions to be informed by prior outcomes rather than immediate emotion.

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Prefrontal Cortex

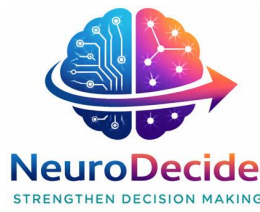
Complexity overload reduces working memory, flexibility, and perspective-holding



Prefrontal Cortex (PFC):

High uncertainty and cognitive load reduce the PFC's effectiveness, limiting working memory, Cognitive Flexibility, and the ability to hold multiple perspectives. As pressure increases, deliberation gives way to faster, less integrated decision processes.

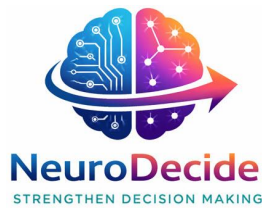
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Trait One:

Risk Appetite

Risk Appetite is the degree to which a person seeks, avoids, or calibrates exposure to uncertainty.



Risk Appetite reflects how willing you and your team are to accept uncertainty and potential loss in pursuit of opportunity. It becomes visible when exposure must be chosen, when the downside is real, and when acting means taking a position rather than waiting. Risk Appetite determines how your team calibrates risk under pressure.

It influences:

- Decision speed
- Level of analysis before acting
- Comfort with downside exposure
- Whether debate feels blocked or rushed
- Preference for protection, boldness, or balance

This is not about being bold or cautious by personality. Neither high nor low is inherently right. Effectiveness depends on context.

High Risk Appetite means a team can:

- Move decisively without requiring excessive certainty
- Accept meaningful downside exposure in pursuit of upside
- Lean into volatility when it aligns with strategy

Low Risk Appetite means a team may:

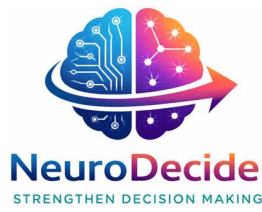
- Require strong evidence before deploying capital
- Actively protect against downside risk
- Favor sustainable performance over rapid expansion

When risk is misaligned or unspoken:

- The same data leads to different conclusions
- Debate centers on outcomes rather than assumptions
- Decisions feel rushed to some and blocked to others

Under pressure, Risk Appetite often shifts. Caution can become avoidance. Boldness can become overreach. In volatile environments, leadership depends on making risk visible and intentionally aligning exposure rather than unconsciously defaulting to it.

Risk Appetite | Ambiguity Tolerance | Cognitive Flexibility | Impulse Control



Risk Appetite Exercise Reflections

Did your number change from the first to the second scenario?

How would knowing your team's risk tolerance help decision-making?

Which risks feel rational to you but may look risky to your team?

Decision Path for Risk Tolerance

Pressure → Uncertainty → Opportunity → Commitment

Pressure → Uncertainty → Opportunity → _____ → Commitment

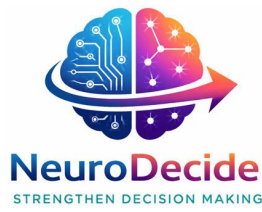
What Risk Sizing Means

When facing an opportunity, teams must determine how much:

- Capital to deploy
- Reputation to risk
- Time to commit
- Organizational focus to shift
- Downside: they are willing to absorb

Sizing is the calibration of the magnitude of commitment to Risk Appetite.

Risk Appetite | Ambiguity Tolerance | Cognitive Flexibility | Impulse Control



Risk Sizing Questions

1. Scale the Bet

- How big should this be?
- Are we making a small test, a moderate commitment, or a full-scale move?
- What is the smallest version that still generates learning?

2. Define Downside

- What is our acceptable loss?
- If this fails, what is the real cost in capital, reputation, and focus?
- Can we absorb that loss without destabilizing the organization?

3. Exposure Relative to Tolerance

- Does this level of exposure align with our strategic tolerance?
- Are we overreaching relative to our resilience?
- Are we undercommitting relative to the opportunity?

4. Create Guardrails

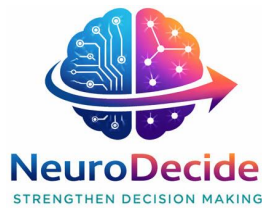
- What are our predefined checkpoints?
- What signal would cause us to scale up?
- What signal would cause us to exit?

5. Separate Emotion from Sizing

- Are we sizing this based on excitement or fear?
- Would we size it the same way if market conditions were calmer?
- Is urgency inflating the scale of this commitment?

Problems arise when teams don't know where their risk lines are. Every leader has a distinct risk line, and Risk Appetite shifts under pressure without being noticed.

Risk Appetite | Ambiguity Tolerance | Cognitive Flexibility | Impulse Control

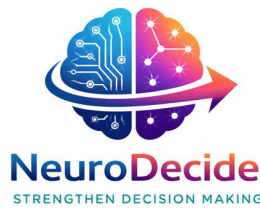


Risk Appetite reflects the degree to which a person seeks, avoids, or calibrates exposure to uncertainty and potential loss.

Key Principle: Neither extreme is superior. Effective leaders align risk exposure with strategic tolerance and context.

Low Risk Appetite	High Risk Appetite
Strengths	Strengths
Protects downside exposure	Pursues high-upside opportunities
Preserves capital and stability	Acts in uncertain environments
Anticipates potential losses	Encourages innovation and experimentation
Reduces volatility	Moves before full market consensus
Liabilities	Liabilities
Drives false certainty	Underestimates downside exposure
Avoids necessary experimentation	Normalizes volatility
Can create rigidity or paralysis	Can overextend resources
Misses emerging upside opportunities	Creates instability if uncalibrated

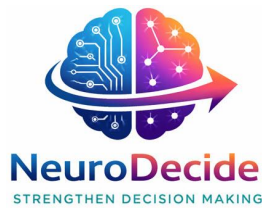
Risk Appetite | Ambiguity Tolerance | Cognitive Flexibility | Impulse Control



Trait Two:

Ambiguity Tolerance

The capacity to remain effective, engaged, and adaptive when information is incomplete, meanings are unclear, and outcomes cannot be predicted with confidence.



Ambiguity Tolerance explains how you and your team decide when the answer is not apparent. It shows up when information is incomplete, signals conflict, or no option feels clearly right yet. This is not about being comfortable with chaos. It is about what happens before clarity exists.

High Ambiguity Tolerance means a team can:

- Hold more than one interpretation at the same time
- Explore competing explanations without panic
- Delay closure long enough to see what is really emerging
- Stay engaged even when the path is still forming

Low Ambiguity Tolerance does not mean weak leadership. It reflects something deeply human. When uncertainty rises, the brain wants relief. It narrows options. It grabs the most familiar story. It converts assumptions into facts to move forward.

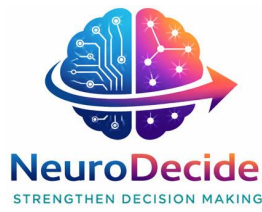
When tolerance is low:

- Closure comes too quickly
- Debate shuts down prematurely
- Assumptions harden
- Certainty is projected before it is earned

When tolerance is high:

- Teams stay open as information evolves
- Disagreement can exist without threat
- Adjustments feel natural, not defensive
- Decisions are shaped as reality unfolds

In volatile environments, complete information is not merely delayed; it is also distorted. It is unattainable. Decision quality depends less on eliminating uncertainty than on operating effectively within it. Leaders who understand how Ambiguity Tolerance shifts under pressure gain a decisive advantage. They do not rush to certainty. They create space for better decisions to form.



Scenario

A client is considering a legally aggressive strategy in a developing area of law. Early indicators suggest potential advantages, but:

- Key facts and legal exposure remain unclear
- Competitors are testing similar approaches
- Waiting may reduce legal uncertainty
- Acting early may create strategic leverage

Part One

Before you would support moving forward, how much additional clarity do you need?

1. I need most key unknowns resolved _____
2. I need several significant uncertainties reduced _____
3. I can move with some major unknowns _____
4. I can move with minimal clarity _____
5. I can move while meaning is still forming _____

Part Two

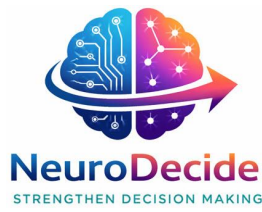
When did uncertainty have a negative impact on your team's decision-making?

What uncertainties cause the strongest reaction to you or your team?

What uncertainties bother you or your team the most, and why?

The number represents the level of clarity you need before you're willing to act. A lower number means you need more clarity sooner. Your tolerance for ambiguity has decreased. A high number means you can act with less clarity. Your tolerance for ambiguity has increased. Your leadership team likely has different levels of Ambiguity Tolerance at play. Ambiguity Tolerance is not intelligence. It is the amount of unresolved meaning you can hold without being forced to make a decision.

Risk Appetite | **Ambiguity Tolerance** | Cognitive Flexibility | Impulse Control



Decision Path for Ambiguity Tolerance

Pressure → Incomplete Signals → Discomfort → Closure → Action

Pressure → Incomplete Signals → Discomfort → _____ → Closure → Action

Exploration Questions for Ambiguity Tolerance

1. Expand Interpretation

- What are three other ways to interpret these signals?
- What might we be misreading?
- If this data is incomplete, what could it be hiding?
- What assumptions are we making without noticing?

2. Premature Closure Delay

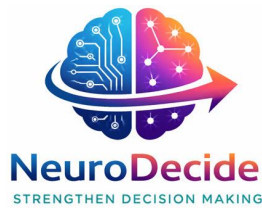
- What would we need to see to justify greater confidence?
- Are we closing this discussion because it's clear or because it's uncomfortable?
- If we waited one more week, what might become clearer?

3. Hold Competing Hypotheses

- What is the strongest argument against our current view?
- What would have to be true for the opposite conclusion to be correct?
- What are we not seeing because we aligned too quickly?

4. Act Without Full Clarity

- What decision could we make now that keeps options open?
- Can we act in stages while uncertainty unfolds?
- What is the smallest move that preserves learning?

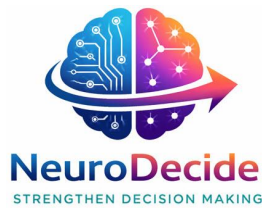


Ambiguity Tolerance reflects the degree to which a person remains effective when information is incomplete, unclear, or evolving.

Key Principle:

Neither level is inherently better. Effectiveness depends on the stability or volatility of the environment.

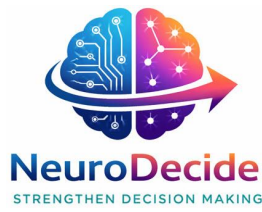
Low Ambiguity Tolerance	High Ambiguity Tolerance
Strengths	Strengths
Seeks clarity and defined expectations	Remains steady when information is incomplete
Pushes for structured plans and clear milestones	Can move forward without full data
Reduces unnecessary drift	Encourages exploration in uncertain environments
Performs well in stable, rule-based environments	Adapts as clarity unfolds
Liabilities	Liabilities
Seeks certainty that may not exist	May normalize prolonged uncertainty
Can delay action waiting for full information	Can under-communicate the need for clarity
May over-structure emerging situations	May frustrate stakeholders who need defined structure
Experiences discomfort when conditions are fluid	Risks moving without adequate guardrails



Trait Three:

Cognitive Flexibility

The ability to update thinking when conditions change.



Cognitive Flexibility explains how easily you and your team update your thinking as reality shifts. It becomes visible when new information challenges assumptions or when the story you were telling no longer fits what is happening.

This is not about intelligence. It is about adaptation under pressure.

High Cognitive Flexibility means a team can:

- Revise assumptions without ego getting in the way
- Shift strategy when conditions change
- Reframe the problem before committing to a solution
- Let go of a narrative that no longer serves the situation

Low Cognitive Flexibility does not mean poor leadership. Often, it reflects experience. What worked before feels reliable. Under pressure, that pull strengthens. Teams stretch the old frame and try to make reality fit the model rather than updating the model to fit reality.

Cognitive Flexibility determines whether judgment keeps pace with changing conditions.

When flexibility is low:

- Outdated assumptions continue guiding decisions
- Evidence is filtered to confirm the existing story
- Adjustment happens late, often after costs have increased

When flexibility is high:

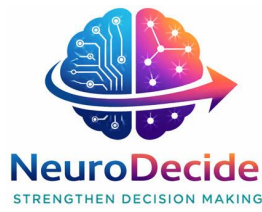
- Mental models evolve as new information emerges
- Feedback is integrated quickly
- Decisions stay aligned with current reality

Experience becomes wisdom when it remains revisable. Cognitive Flexibility is trainable. It grows through deliberate pause, exposure to differing perspectives, and the discipline of reframing before committing.

In dynamic environments, flexibility determines whether leaders adapt early or are forced to react later.

Before important decisions, ask:

- What frame is my team using now?
- How confident is my team that this frame still fits?
- What alternative explanation deserves consideration?
- What might change if we delayed commitment by ten minutes?



Build Your Case Exercise

This exercise is designed to strengthen the quality of your decisions by stress-testing your reasoning.

Scenario

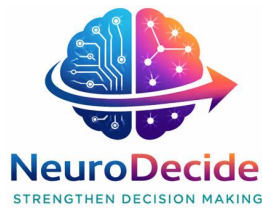
Your client's competitor is using AI-driven customer targeting practices that may violate emerging privacy regulations. Your client is deciding whether to adopt a similar strategy before regulators issue clearer guidance.

1. **Position A – Initial of your first name A-H**
Move quickly and adopt the strategy.
2. **Position B – Initial of your first name I-Q**
Wait for clearer regulatory guidance.
3. **Position C – Initial of your first name R-Z**
Test the strategy cautiously with safeguards.

One strong argument

A risk that your choice exposes you to

What would have been missed if only one frame were discussed?



Decision Path for Cognitive Flexibility

Pressure → Assumption → Confirmation → Commitment → Outcome

Pressure → Assumption → _____ → Confirmation → Commitment → Outcome

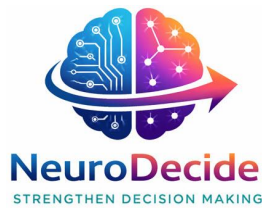
Pressure → Assumption → _____ → Confirmation → Commitment → Outcome

Cognitive Flexibility Reframing Questions

Before committing, ask:

- What frame are we using? HR, Finance, Sales, Product, Service
- Does it still fit reality?
- What would prove us wrong?
- Are we updating, or defending?

Risk Appetite | Ambiguity Tolerance | **Cognitive Flexibility** | Impulse Control

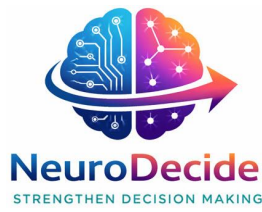


Cognitive Flexibility is the capacity to remain effective, engaged, and adaptive when information is incomplete, meanings are unclear, and outcomes cannot be predicted with confidence.

Key Principle: The goal is not constant change, but timely adjustment.

Low Cognitive Flexibility	High Cognitive Flexibility
Strengths	Strengths
Provides consistency and stability	Updates assumptions quickly
Protects against constant strategy shifts	Integrates new information effectively
Maintains focus once direction is set	Reframes problems as conditions shift
Resists trend-driven overcorrections	Adjusts course before costs escalate
Liabilities	Liabilities
Clings to outdated assumptions	May shift direction too frequently
Seeks confirming evidence	Can create confusion through constant reframing
Escalates commitment to failing strategies	Risks abandoning viable strategies prematurely
Interprets new data through old frames	May fatigue teams with ongoing pivots

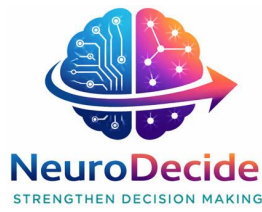
Risk Appetite | Ambiguity Tolerance | **Cognitive Flexibility** | Impulse Control



Trait Four:

Impulse Control

The capacity to regulate urgency and emotional pressure so that automatic reactions do not drive critical decisions.



Scenario

What do you feel first?

- Urgency
- Anger
- Threat
- Embarrassment
- Desire to regain control
- Other: _____

How would your leadership team feel?

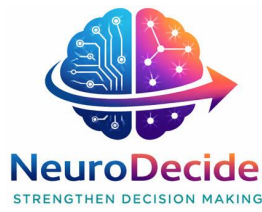
What would their feelings put at risk?

Decision Path for Impulse Control

Pressure → Emotion → Urgency → Action

Pressure → Emotion → Urgency _____ Action

Risk Appetite | Ambiguity Tolerance | Cognitive Flexibility | **Impulse Control**



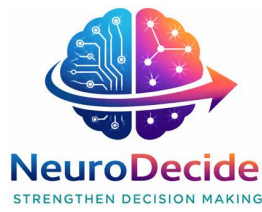
Impulse Control is the capacity to regulate urgency and emotional pressure so that automatic reactions do not drive critical decisions.

It determines whether urgency or the person drives the decision. Used correctly, it can create space to choose speed, reflection, or both. This space separate’s reaction from judgment. Under pressure, the brain defaults to speed over accuracy. The goal is not maximum control, but calibrated control.

Key Principle: The question is not speed. It is whether speed is chosen or triggered.

Low Impulse Control	High Impulse Control
Strengths	Strengths
Moves quickly when speed is required	Inserts a pause before acting
Responds decisively under time pressure	Calibrates speed and accuracy
Acts confidently in fast-moving environments	Regulates emotional reactivity
Leverages instinct and pattern recognition	Chooses response rather than reacting
Liabilities	Liabilities
Urgency compresses decision quality	May over-deliberate in time-sensitive moments
Emotion shapes conclusions	Can slow momentum unnecessarily
Assumptions go untested	Risks analysis beyond diminishing returns
Reaction replaces intention	May frustrate action-oriented teammates

Risk Appetite | Ambiguity Tolerance | Cognitive Flexibility | **Impulse Control**



Summary

- **Risk Appetite** inserts a sizing decision.
- **Ambiguity Tolerance** inserts sustained exploration.
- **Cognitive Flexibility** inserts reframing.
- **Impulse Control** inserts a pause.

What Is NeuroDecide

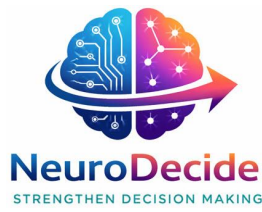
NeuroDecide reveals how legal and business leaders make decisions under pressure.

It surfaces predictable patterns such as risk tolerance, flexibility, impulse control, and response to uncertainty, showing where teams rush, stall, avoid risk, or become rigid.

By making these patterns visible, NeuroDecide gives leaders a shared language for understanding how they decide before debating what to do.

NeuroDecide improves decision quality by:

- Making hidden decision patterns visible
- Reducing defensiveness and improving alignment
- Increasing clarity and confidence under pressure



NeuroDecide average team scores

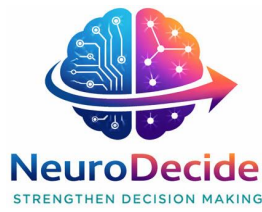


Team Decision Risk Profile

High groupthink risk due to low cognitive flexibility.

Risk Reduction Actions

1. Introduce a 24-hour delay rule for key decisions
2. Rotate devil's advocate role weekly
3. Practice strategic disagreement using quadrant pairings
4. Reflect on recent decisions? How did your style show up?



NeuroDecide improves *decision-making before* Issues start.

NeuroDecide Helps You:

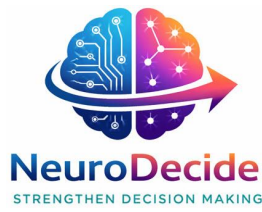
- Measure your team’s decision-making traits.
- Understand how your team gets in its own way.
- Build a shared language for better decisions.
- Apply strategies that improve decisions under pressure.

Decision Realities

- Decisions are shaped by the context in which they are made.
- Under pressure, teams default to habits around speed, certainty, risk, and control.
- Volatility, uncertainty, complexity, and ambiguity amplify these patterns.

How to Strengthen Decision Making

Dimension	Observation	When Weak	When Strong	Reflection Prompt
Ambiguity Tolerance	How we respond when information is incomplete or uncertain	Oversimplifies facts or rushes to conclusions.	Surfaces unknowns, clarifies assumptions, and resists premature certainty.	Where are we pushing for certainty before the facts are ready?
Impulse Control	How we manage pressure, urgency, and emotional reactivity	Overcorrects or reacts to immediate pressure.	Pauses, tests initial reactions, and separates analysis from urgency.	Where might urgency or emotion be shaping our judgment?
Cognitive Flexibility	How we respond to competing interpretations and changing information	Locks onto an initial theory or strategy.	Explores multiple paths and challenges early assumptions.	What path or assumption might we need to challenge?
Risk Appetite	How we approach exposure, tradeoffs, and decisions under uncertainty	Delays decisions or defaults to overly conservative advice.	Weighs financial, time, and reputational tradeoffs with incomplete information.	Where are we avoiding necessary risk or defaulting to overly conservative advice?



What's Next

Use this section to write down what you will consider implementing.

- How can you apply what you learned to your team's decision-making?

- What team decision-making habit will you consider changing?

Decision-making is not a moment. It is a muscle.

Contact Lorne

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Schedule a 30-minute strategy call to analyze your team's decision-making.



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