

Bias-Aware Decision Making Under Pressure

When Beliefs Quietly Override Facts

High-performing professionals do not lack intelligence.

They often underestimate how quickly emotion and cognitive shortcuts shape judgment.

In high-demand environments — insurance, healthcare, law, HR, executive leadership — decisions are made under:

- Time pressure
- Heavy workload
- Emotional exposure
- Incomplete information
- Pressure for certainty

Bias is not a flaw in character.

It is a predictable feature of human cognition under stress.

Common Patterns in Professional Judgment

Confirmation Bias

Protecting early impressions.

Anchoring Bias

Over-weighting the first number or narrative.

Authority Bias

Deferring without deeper scrutiny.

Availability Heuristic

Letting recent cases distort risk perception.

Loss Aversion

Avoiding perceived loss at the expense of optimal outcomes.

These patterns affect fairness, productivity, trust, and burnout.

A 60-Second Decision Check

Before a consequential decision, ask:

1. What assumption am I making?
2. What evidence would challenge it?
3. Am I rushed or emotionally activated?
4. Who might reasonably disagree?

One pause can protect judgment.

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Translating psychological science into applied strategies for leadership, workforce recovery, and high-stakes professional decision-making.