Effective Decision Making in Crisis Situations

From Cognitive to Emotional Skills
For Responsible and Effective Servant Leaders

Interactive Workshop
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Effective Decision Making in Crisis Situations

Crisis: what Crisis?
Crisis and Stress
Stress and Decision Making
How to Cope with Stress
Life skills in 21 Century
From Cognitive to Emotional skills
From Crisis to Flow
What is a crisis?

An Unwanted and Unexpected Event

Effect: Stress

In Crisis we Need:
Effective & Responsible Decision Making
Stress: Workplace and University

**WORKPLACE**
- **WHO:** in 2020 Stress is major cause for workrelated illness
- 30% of employees experiences mental illness in career
- Financial cost: EU € 240 billion, Netherlands € 4.4 billion

**STUDENTS:**
- 75% experience to much stress
- 1/3 has daily stress
- Causes: social media, work pressure, uncertainty, social pressure,
Stress: Effect on Body & Mind

• Who experiences Stress?
• How often / when?
• What is the effect of stress on your body, concentration, feeling?
• What does it mean to your performance?
Biofeedback
Heart Monitor

EmWave2®
Biofeedback & Heartmonitor
1. Observe Changes in Heart Rhythm

2. Stop after 2 minutes

3. Note % red, blue and green
Biology of Stress

Role of Stress in Human Evolution
**Effects of Stress**

**Fight**
- Hormone adrenaline and cortisol (HPA-axis)
- Increased blood pressure
- Heartbeat increases
- Faster breathing
- Blood to muscles

**Flight**

**Freeze**

**Body**
- Intellectual brain less dominant
- Primitive brain becomes dominant: focus = “fight or flight”
- “Survival” = tunnel vision

**EFFECT:** quality of decision making reduced, panic and chaos
Prefrontal Cortex: AMYGDALA HIGH JACK

- Executive Brain Functions:
  - Decision Making
  - Planning
  - Problem Solving
  - Intuition
  - Communication
  - Courage
  - Memory
  - Learning
  - Overview
  - Performance

Amygdala (emotional memories)

Prefrontal cortex
Performance - Stress curve

- Disturbed Perception
- Worst Case Scenario
- Loss of Focus
- Chaos & Panic
- Sleep Disorders
- Small Health Problems
- Emotional Instability
- Loss of Energy

"Flow": optimal performance

"Healthy" tension

Reduced Performance

Burn-out

Performance vs. Stress curve

Performance

Stress

"Flow" - optimal performance
A short movie... on how different things can look
Feelings & Emotions: strong effect on ANS and HRV

- **STRESS**
  - Chaotic HRV

- **FLOW**: Coherent HRV

![Heart Rate Graphs](image)

- **Negative Emotions** (1\textsuperscript{st} movie)
- **Positive Emotions** (2\textsuperscript{nd} movie)
Neutral

• Heart Focus and Breathing

  • Take a time out, breathe slowly and deeply
  • Concentrate your attention on your heart
  • Imagine the air entering and leaving through the heart area or the center of your chest
  • Pace: 5 seconds in and 5 seconds out if you can
1. Observe Changes in Heart Rate

2. Stop after 2 minutes

3. Note % red, blue and green