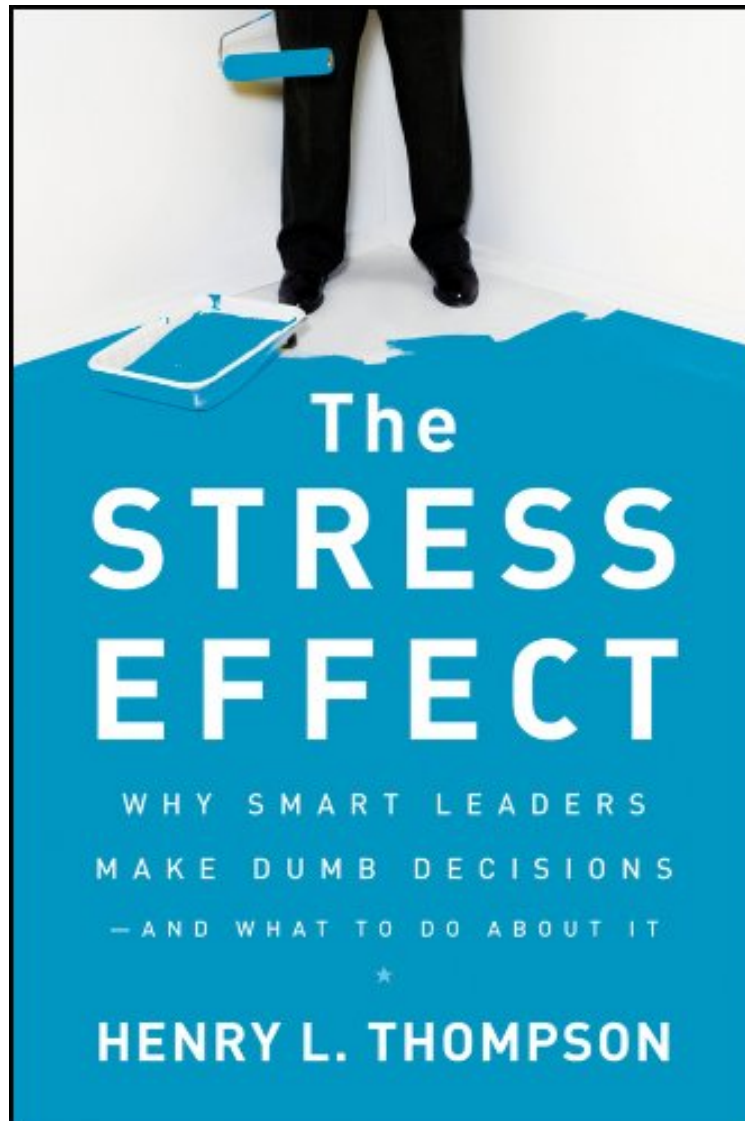


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# The Stress Effect: Why Smart Leaders Make Dumb Decisions--And What to Do About It

*Henry L. Thompson*

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**Henry L. Thompson : The Stress Effect: Why Smart Leaders Make Dumb Decisions--And What to Do About It** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Stress Effect: Why Smart Leaders Make Dumb Decisions--And What to Do About It:

2 of 3 people found the following review helpful. Will appeal to the leader in everyone - interesting and valuable insight. By BookkatDr. Thompson has gathered up an exquisite, bone-deep understanding of the science of leadership and how the efficacy of the decision-making process is vulnerable when the leader is under extreme stress. The book is

thorough and as rich and complex as the expert needs it to be. It's also very easy for the lay person to latch onto swiftly. I expected it to be more theory than practice and in fact, it's both. Dr. Thompson's ARSENAL for developing a stress-resilient system (his seven best practices) should be embraced by every professional in the working world - whether she's flying an F-18 or teaching kindergarden. Dr. Thompson shakes up the decision-making snow globe and shows us some very real hob goblins that may prohibit our high performing leaders from making best choices: Emotions, sleep deprivation, the "chemical bath", the evil twin, the crazy threshold. He stresses the importance of training our future leaders to be masters of decision-making and capable of performing in all conditions. Amazingly, he manages to do so without giving us vertigo. What he does provide is invaluable insight and the blueprint for helping to build successful leaders. 0 of 0 people found the following review helpful. Five Stars By Customer Excellent 0 of 0 people found the following review helpful. Five Stars By Faisal Alsubhi It is interesting book

Reveals the powerful and undermining effects of stress on good decision making-and what leaders can do about it The ability to make sound and timely decisions is the mark of a good leader. But when leaders with otherwise strong track records suddenly begin making poor decisions-as seen in the recent corporate scandals that rocked the business world-the impact can be widespread. In *The Stress Effect*, leadership expert Henry L. Thompson argues that stress is often the real culprit behind this leadership failure: when leaders' stress levels become sufficiently elevated-whether in the boardroom or on the front line of a manufacturing process-their ability to effectively use their emotional intelligence and cognitive ability in tandem to make wise decisions is significantly impaired. Until now, experts have argued that increasing your emotional intelligence will help you cope with and manage stress. This book suggests that stress actually blocks access to your emotional intelligence as well as your cognitive ability, two critical components in the decision-making process. This book Shows how stress adversely affects the performance of even the most savvy leaders Reveals the truth about one of the prime factors behind the current failure of leadership Offers a solid prescription for building a "stress resilient system" and arms leaders with best practices for managing specific stressors that take the biggest toll on decision making Is written by an award-winning organizational psychologist and leadership consultant whose clients include a roster of Fortune 500 companies A groundbreaking and insightful resource for leaders, *The Stress Effect* reopens the dialogue on stress, its effect on decision making, and what to do about it.

From the Inside Flap The ability to make sound and timely decisions is the mark of a good leader. However, when leaders with otherwise strong track records suddenly begin making poor decisions—as seen in the recent corporate scandals that rocked the business world—the impact can be devastating. In *The Stress Effect*, leadership expert Henry L. Thompson reveals that stress is often the culprit behind leadership failure. When leaders' stress levels become sufficiently elevated, their ability to call on both emotional and cognitive intelligences to make wise decisions is dramatically impaired. Experts have argued that increasing your emotional intelligence will help you cope with and manage stress. But Thompson clearly shows that stress actually blocks access to your emotional intelligence as well as your cognitive intelligence, two critical components in the decision-making process. Drawing on examples from Green Berets on the battlefield to top-level executives in the boardroom, *The Stress Effect* explains how to make good decisions under extreme stress. The book also demonstrates how we can all develop a "stress resilient system" by focusing on three key areas—stress management capacity, cognitive resilience, and stress resilient emotional intelligence. Thompson also offers an innovative and solid prescription for managing specific stressors that have proven to take the biggest toll on the decision-making process. *The Stress Effect* offers critical guidance for any leader under pressure, for those charged with selecting high-potential leaders, or for anyone who wants to understand how to manage stress in their own lives.

From the Back Cover Praise for *The Stress Effect* "Henry (Dick) Thompson tackles the secrets of effective leadership and decision making—and does so with admirable insight, erudition, and authority. This is an engaging must-read for executives, managers, and entrepreneurs aiming to optimize their decision-making and leadership qualities." —Elkhonon Goldberg, clinical professor of neurology, NYU School of Medicine "The *Stress Effect* is an amazing integration of how to use the power of our unconscious and emotions to make rational decisions. It can help you develop your intuition." —Richard E. Boyatzis, professor, Departments of Organizational Behavior, Psychology, and Cognitive Science, Case Western Reserve University, and coauthor, *Primal Leadership* and *Resonant Leadership* "The *Stress Effect* is superbly written. Every leader can grow personally and professionally from the information it presents on how stress impacts the quality and timeliness of decisions. It should be required reading for CEOs, members of the National Security Council, all military commanders, and university leaders." —Lieutenant General Russel L. Honore, U.S. Army (Ret), former Commander of First Army and Joint Task Force Katrina "Thompson's timely book helps us better understand and improve how we think, decide, and act in severe and time-pressed situations. Stress is the ultimate testing ground of our personal values processed through our decision-making faculties." —Aris Papadopoulos, CEO, Titan America "Great leaders, as *The Stress Effect* tells us, make good decisions under bad conditions. Thompson offers original ideas and insights, honed through his rich experiences on the battlefield and as a consultant to C-level executives, which will season your

decision-making judgment. Simply put, after reading *The Stress Effect*, you will be a much better leader who gets much better results." —Bill Treasurer, CEO, Giant Leap Consulting

About the Author Henry L. Thompson, Ph.D., an award-winning organizational psychologist, leadership consultant, researcher, and author, is the founder and CEO of High Performing Systems, Inc., a leadership solutions provider. He is the creator of the Leadership Potential Equation, author of *Jung's Function-Attitudes Explained* and *The Communication Wheel: A Resource Book*, and coeditor of the *Handbook for Developing Emotional and Social Intelligence* (Pfeiffer, 2009).