

# The 3 "Brain Glitches" Destroying Execution of Your Strategy.

Why smart leaders make stupid  
decisions (and how to debug them)



Your brain is designed **for survival**,  
not strategy.

It craves **efficiency and safety**.

When stakes are high, your brain  
**defaults to "safe" patterns** rather  
than "true" ones.

We call these **biases** and there are  
more than a hundred of them.

They are actually efficiency hacks  
gone wrong.

Here, we'll highlight the **top-3** that  
play havoc with your strategy

## Glitch #1

# Sunk Cost Fallacy

**The Trap:** *"We've already spent \$250k and 6 months on this. We have to finish it."*

**The Hero Trap:** *You think you can "save" the project.*

**The Reality:** *The money is gone. The time is spent.*

**The Fix:** *If you started today with zero history, would you fund this project? If no, kill it.*

***Acknowledging a mistake is not a weakness; it's a prerequisite for growth.***

## Glitch #2

# Recency Bias

**The Trap:** *Over-weighting the last 2 weeks of data over the last 12 months of evidence.*

**The Gym Analogy:** *It's like quitting your fitness routine because you had one bad workout. Growth isn't linear; it's a trend.*

**The Fix: Zoom out.** *Does the macro-trend support the panic? Usually, it doesn't.*

***Don't confuse a single data point with a trend; reaction is not strategy.***

## Glitch #3

# Confirmation Bias

*The most insidious and common mental bias  
in unaware leaders*

**The Trap:** *"I just need to find the data that proves I'm right." (and ignore everything else)*

**The Ego Issue:** *We confuse being right with getting it right.*

**The Fix: Appoint a "Red Team."** *Assign someone to specifically argue against your plan. If you can't defend it, you shouldn't do it.*

***Your job isn't to be the smartest person in the room; it's to find the smartest answer.***

# The De-bug Protocol

Before you sign off on the next plan, ask:

- **Am I saving this because of the past?**  
*(Kill Sunk Cost Bias)*
- **Am I reacting to last week's noise?**  
*(Kill Recency Bias)*
- **Did I invite anyone to disagree with me?**  
*(Kill Confirmation Bias)*

# **Certainty is an illusion. Clarity is a choice.**

*Fighting these biases is like going to the gym.  
You don't fix it once; you have to train against  
your instincts daily.*

*Take the "Debug Protocol" into your next  
meeting.*

*When someone defends a project because of  
"how much we've already spent," call it out.*

*That's not strategy; that's biology.*

**For more information, DM me, or connect  
via LinkedIn or my site.**

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