

Systems for the Strategic Self

The term sheet expires in twenty-six hours. The data is partial, your co-founder disagrees, and the part of you that usually thinks clearly has gone quiet under the noise. So you stall, or you lunge, and either way you are deciding by reflex, then living with it for years.

The usual advice is to gather more information and trust your gut. Under genuine chaos, both fail: there is no time to gather, and the gut you are trusting is the one panic just hijacked.

Decision-Making Under Chaos gives founders and operators a single portable protocol for the conditions most frameworks were never built for. At its center is the 5-Question Chaos Filter: five questions, answered in order, that you can run in ten minutes and defend afterward. It does not chase the perfect call. It protects against the predictable ways smart people decide badly when the stakes are real and the clock is loud.

You will learn to:

- Run the filter under fire: What do we know? What do we assume? What would change our mind? What is reversible? What is the cost of delay?
- Sort decisions by type (reversible, irreversible, compounding, moral) and spend rigor where it actually pays.
- Collapse the time horizon so panic stops disguising itself as urgency.
- Cut the information diet to signal, build a team protocol with real dissent channels, and run a pre-mortem before the crisis, not after.
- Review outcomes without hindsight bias, so each hard call makes you sharper instead of just older.

You will not eliminate chaos. You will stay operational inside it: deciding faster, under worse conditions, with a record you can stand behind when the pressure lifts.

If you have ever frozen on a decision that mattered, or made the call and never understood why it went the way it did, this book was built for that moment.

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