DECISION - ORIENTED LEADERSHIP IN ARTIFICIAL INTELLIGENCE MILIEU

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Abstract

This paper examines the decision making dynamics of a leader in a World now being flooded with forces of artificial intelligence. The paper envelops the traditional leadership models and steers towards neuro-leadership. The paper examines how neuro-biology has made a foray into neuro-management as far as decision making by leaders are concerned. An experiment on eye tracking ahs been conducted to observe the decision trends.

Key Words: Decision Making, Artificial Intelligence, Eye Tracking and Neuo-Management

Introduction

Theoretically who is a AI - oriented leader (Satpathy ; 2021, 2022, 2023). And, in practical terms, what is a AI - oriented leader expected to do (Satpathy ; 2021, 2022, 2023). How does a AI - oriented leader ascertain its role and responsibilities in spectrum of activities (Satpathy ; 2021, 2022, 2023). How did AI - oriented leadership evolve down the Ages (Satpathy ; 2021, 2022, 2023). If works of Late Alvin Toffler is to be analysed, Toffler saw future as, “The illiterate of the Twenty-First Century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” As AI - oriented leaders in times such as these, we too have to “learn, un-learn and re-learn. With the invasion of Artificial Intelligence (hereafter, AI), is Future Shock a reality (Satpathy ; 2021, 2022, 2023). There is no iota of any speculation that concept of AI - oriented leadership is undergoing a massive phase of re - connotation, re - calibration and re - introduction. How to appraise AI - oriented leadership of yester decades vis - a - vis modern times.

AI - oriented leadership is a very fascinating subject. In fact, it is an important aspect of human behaviour. It gives a positive direction to use of human resources and brings out the best in a man. AI - oriented leadership is a natural phenomenon of a man’s work life. It is related to principle of gradation and hierarchy, which is a universal order of things created, by God and Man. Whenever, a few persons get together for some purposes or order of common interest, more or less automatically a `Pecking Order’ germinates. That means, more often than not one of the group members, proves able and starts striving harder than others for achievement of group goal. This gives birth to a practice quite advantageous to personal and social life. It helps in achieving goals quickly and smoothly. AI - oriented leader, therefore, keeps refining and augmenting theory and practice of AI - oriented leadership.

What actually is AI - oriented leadership? And, how does neuro - biology (neuroscience) play a role in central apparatus of actions? Set of rubrics for AI - based decision-making is critical for AI - oriented leadership ((Satpathy; 2024, Allameh, Seyyed Mohsen and Davoodi, Seyyed Mohammad Reza ;2011).). AI - oriented leaders must play with swapping data, reviewing data, churning out ideas, appraising substitutions, instigating directions and taking pulse of environment ((Satpathy; 2024, Allameh, Seyyed Mohsen and Davoodi, Seyyed Mohammad Reza ;2011).). Perception and assumptions that underpin set of rubrics for AI - based decision making is substantial when fashioning and executing stratagems (Satpathy; 2024, Allameh, Seyyed Mohsen and Davoodi, Seyyed Mohammad Reza ;2011).). A broad range of disciplines seek out to scrutinize AI - oriented leadership set of rubrics in AI - oriented leadership - neuro - biology for AI - based decision making, such as Cognitive Neuroscience, Psychology, Organisational Studies and Management (Satpathy; 2024, Allameh, Seyyed Mohsen and Davoodi, Seyyed Mohammad Reza ;2011).). Each of these conduct research from relatively narrow paradigms, and through these emerge limitations consequent with pure disciplinary research (Satpathy; 2024, Allameh, Seyyed Mohsen and Davoodi, Seyyed Mohammad Reza ;2011).). Emerging field of neuromanagement offers common language, theory and practice to better understand AI - oriented leadership behaviour (Satpathy; 2024, Allameh, Seyyed Mohsen and Davoodi, Seyyed Mohammad Reza; 2011).). A scientific understanding of mind is not possible from physical understanding of cranial box (Satpathy; 2024, Allameh, Seyyed Mohsen and Davoodi, Seyyed Mohammad Reza ;2011).). The preliminary footfall incorporates objective description and analysis of how mind works within home-grown or of organisation and linking this to cranial box functions (Satpathy; 2024, Allameh, Seyyed Mohsen and Davoodi, Seyyed Mohammad Reza ;2011).). Different scientific disciplines, mentioned above, scrutinize individual set of rubrics for AI - based decision making from their perspective and methodology (Satpathy; 2024, Allameh, Seyyed Mohsen and Davoodi, Seyyed Mohammad Reza ;2011).). Within new field of Neuromanagement, these approaches try to unearth understanding of biological basis (and, determinants) of AI - oriented leadership behaviour that control new and, hopefully, better models of AI - based decision - making process (Satpathy; 2024, Allameh, Seyyed Mohsen and Davoodi, Seyyed Mohammad Reza ;2011).).

AI - oriented leadership is self-knowing, self-awareness, self-manage, and self-discipline, and each one of these components helps AI - oriented leadership run and implement its effects on the organization (Azizzadeh, Fariba; Latifi, Yosef; Azizzadeh, Samira; 2016). AI - oriented leadership is formed through influence on own and becomes evolved with behaviour and personal perspective thereby applicative by self-management (Azizzadeh, Fariba; Latifi, Yosef; Azizzadeh, Samira; 2016). AI - oriented leadership enables AI - oriented leaders to manage themselves better than others (Azizzadeh, Fariba; Latifi, Yosef; Azizzadeh, Samira; 2016). A School of Thought believe AI - oriented leadership is part of management duties while other School considers wider meaning and definition compared to management and define it as potency to encourage eagerly achieving certain goals Competent AI - oriented leaders involve employees in efforts to achieve organizational excellence (Azizzadeh, Fariba; Latifi, Yosef; Azizzadeh, Samira; 2016). They do this by using their:

- Cognitive skills (ability to see things in different ways)
- Emotional resilience (ability to maintain confidence)
- Personal drive (determination to succeed).

Metamorphosis

The days of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity), BANI (Brittle, Anxious, Non-Linear, and Incomprehensible), RUPT (rapid, unpredictable, paradoxical and Tangled), and TUNA (Turbulent, Uncertain, Novel, and Ambiguous) have now paved way to RAAT (Resilience, Attentiveness, Adaptation and Transparency) (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). The old models of AI - oriented leadership in management have changed (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). Management needs new models of AI - oriented leadership for the new world order (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). Management has gone over effects of increased volatility, uncertainty, complexity, and ambiguity (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). Co - elevations and leading without authority help redefine social indenture and the way one interact with AI - oriented leader(s) (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). New critical AI - oriented leadership competencies are required from AI - oriented leaders (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). Focus of a AI - oriented leader should be on delivering transformational outcomes (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). As AI - oriented leaders, we need to primarily focus on strengths and secondarily focus on improving weaknesses (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). AI - oriented leaders are purpose-driven and they become good at helping others attach to purpose along with them (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). It is called ‘Purpose / Meaning-Making’ (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). Knowing that, who and how we want to be, has significant importance, but knowing who we are, plays decisive and definite role (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). Self-awareness of values, intentions, and strengths and weaknesses points are considered internal AI - oriented leadership principles (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). Commitment to self-awareness shows the desire to be in an active position (a situation in which a person does not stop in face of challenges), i (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011).e (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011)., certain person, who does not possess the answers and is considered a learner (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). Morgan Mac believes that lack of awareness, whether, because of ignorance or arrogance, is considered an important factor in a person’s deviance (Avey, James, E. Palanski, Michael and O. Walumbwa Fred; 2011). In such a scenario, how does a AI - oriented leader act? How should a AI - oriented leader respond? How must a AI - oriented leader swim and navigate turbulences in a world of complexities?

Motivation

What motivated to undertake this exploration (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo;2008)? It was the simplest of all queries, namely ‘who is a AI - oriented leader and especially in an AI dominated milieu (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo; 2008)? Issues like; why is it that AI - based decision making dynamics contrast between entities (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo;2008)? How to shape reasonable and explainable models that can aid humanoid AI - based decision-making (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo;2008)? How to confirm that models and elucidations are vigorous to confrontational occurrences in business reasoning, intrapreneurship and innovation, management, AI - oriented leadership capabilities, act philosophy, AI - oriented leadership training and progression of AI - oriented leadership (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo;2008)? How to train and appraise replicas in presence of mislaid counterfactuals (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo; 2008)? How to perceive and exact fundamental predispositions in AI - based decisions and set of rubrics for estimates (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo; 2008)? Which neurons or nerve cell stride attention and absorption in the direction of a AI - based decision (classifying secreted psychological courses, probing discriminator and convergent rationality of AI - oriented leadership procedures, examining qualifications and sequential collation of AI - oriented leadership variable quantity and characteristic among diverse conjectural viewpoints) (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo;2008)? What are the physiological apparatuses (biochemical and physical processes), neuro-anatomical and practical machineries or structures tangled (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo;2008)? Is AI going to support AI - based decision-making autonomously (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo;2008)? What are the underlying genetics of AI - based decision making (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick,

Pseudo;2008)? Are genes to be blamed for AI - based decision algorithms (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo;2008)? It's not which neurons (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo;2008). Should Biologists and Management advocates integrate molecular genetics and data (use of molecular genetics techniques) (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo; 2008)? What encounters ascend when analysing genetically edifying statistics (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo;2008)? It's which cranial box province shows greatest activity during focus and concentration (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo;2008). And, answer would be the frontal cortex (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo; 2008). Not an easy question, as we need to understand focus and concentration (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo; 2008). The hypothalamus and thalamus have a lot to do with focus (controlling judgements) and significantly clampdown or repressive feat which permits focus/concentration (Satpathy; 2023, Barling, Julin and Christie, Amy and Turner Nick, Pseudo; 2008).

AI Scenario

Causativeness plays central role in AI - oriented leadership set of rubrics for AI - based decision sciences (Afacan Findikli, Mine andYozgat, Ugur;2012). What typifies notion of causality in sciences of mind and cranial box? Are dissimilar notions a prerequisite for different experimental approaches? Are there variances in notions that are explicitly and implicitly presumed? What counts as causal evidence in AI - oriented leadership set of rubrics for AI - based decision sciences? What role is played by data / facts / figures / evidence and physical mechanisms in identifying causal claims of AI - oriented leadership sciences of mind and cranial box? However, set of rubrics for AI - based decision making, set of rubrics in AI - oriented leadership - AI - oriented leadership neuro - biology for AI - based decision and subsequent - response is understood to have a biological not just learnt behavioural basis (Afacan Findikli, Mine andYozgat, Ugur;2012). This introduces a critical question; what constitutes causal evidence in set of rubrics for AI - based decision sciences? Because how AI - oriented leaders actually make set of rubrics for AI - based decisions, in a strictly empirical (or existential) sense, remains open for study (Afacan Findikli, Mine andYozgat, Ugur;2012). AI - oriented leadership neuro - biology 'set of rubrics for AI - based decision - response tectonic shifts(s)' thinking has biological base that requires holistic thinking and deep understanding of it (Afacan Findikli, Mine andYozgat, Ugur;2012). A paradigm for AI - oriented leadership neuro - biology guidance is emerging; thinking AI - oriented leadership neuro - biology AI - oriented leadership that understands, develops, creates, engages and inspires (Afacan Findikli, Mine andYozgat, Ugur;2012). AI - oriented leadership neuro - biology AI - oriented leadership end conventional thinking, understanding how to engage and influence 'cranial - box' of others and help activate openness to new ideas; observe real singularities and describe them in calculations, in a back-and-forth process akin to Richard Feynman's approach to Physics in realm of human behaviour (Afacan Findikli, Mine andYozgat, Ugur;2012). In this, AI - oriented leadership's actions are transformed from results-positioning to relationship - positioning (Afacan Findikli, Mine andYozgat, Ugur;2012).

Effective AI - Oriented Leader

Effective AI - oriented leaders deliver vision in a way followers of emotional persuasive and clear believe in them. They motivate followers to perform work themselves and give them power in AI - based decision-making. Effective and dynamic AI - oriented leadership requires three different skills:

- Diagnostic skills: i.e. ability to recognize condition that tries to influence it.
- Matching skills: i.e. ability to match behaviour and resources to deal with unexpected events.
- Communication skills: i.e. ability to communicate in such a way that AI - oriented leader(s) understand and accept it.

Transformational AI - Oriented Leader

Transformational AI - oriented leadership is the process of aware influence on AI - oriented leader(s) or groups to make discontinue change and evolution in this condition or the organization's performance as a whole (E. de Vries, Reinout and Bakker-Pieper, Angelique and Oostenveld, Wyneke, (2012). Transformational AI - oriented leadership leads the society to be developed by their words and behaviour and has a profound influence on its followers; this AI - oriented leadership is accomplished when the AI - oriented leader applies their followers' interest to the work (E. de Vries, Reinout and Bakker-Pieper, Angelique and Oostenveld, Wyneke, (2012). It informs them about the goals and missions (duties) and encourages them to think beyond their advantage (E. de Vries, Reinoutand Bakker-Pieper, Angelique and Oostenveld, Wyneke, (2012). This AI - oriented leadership is accomplished based on ideal influence, psychological encouragement, inspirational motivation, and personal consideration (E. de Vries, Reinoutand Bakker-Pieper, Angelique andOostenveld, Wyneke, (2012).

Servant AI - Oriented Leader

Robert Green Leaf introduced "servant AI - oriented leadership" among management modern theorists for the first time and in 1987 established the "servant AI - oriented leadership" concept H. Appelbaum, Steven and St-Pierre, Normand and Glaves, William, (1998). According to Green Leaf, "AI - oriented leaders first must pay attention to other person's needs H. Appelbaum, Steven and St-Pierre, Normand and Glaves, William, (1998)." Moreover, other writer have considered servant AI - oriented leadership a valid and modern theory in terms of organizational AI - oriented leadership H. Appelbaum, Steven and St-Pierre, Normand and Glaves, William, (1998).Servant AI - oriented leadership values human equality and seeks for organization members' personal development H.

Appelbaum, Steven and St-Pierre, Normand and Glaves, William, (1998). These servants develop others through modeling attractive behaviour H. Appelbaum, Steven and St-Pierre, Normand and Glaves, William, (1998). The servant AI - oriented leader's behaviours contribute to the social learning of followers H. Appelbaum, Steven and St-Pierre, Normand and Glaves, William, (1998).

Gate-Keeping AI - Oriented Leader

Gate-keeping AI - oriented leadership is defined as individual's ability to frequently engage in both internal and external communication. Palmer, Daniel, (2009). Gatekeepers can conduct intra-team communication by acquiring technical information through external communications. Palmer, Daniel, (2009). External communication promotes the acquiring of information about manufacturing processes or consumer needs. Palmer, Daniel, (2009). Gate-keeping AI - oriented leadership encourages team members to display AI - oriented leadership. Palmer, Daniel, (2009).

Strategic AI - Oriented Leader

Strategic AI - oriented leadership is the process of influence the desirable perspective of success that is used by the AI - oriented leaders and is accomplished by influencing the organizational culture, resource allocation, guidance through policy, and agreement on an ambiguous, complex, uncertain, and volatile global environment (work-place related) that is characterized by opportunities and challenges Cengiz Ucar, Ahmet andEren, Erol and Erzengin, Esra, (2012). This AI - oriented leadership incorporates strategic AI - based decision-making that is achieved by considering all the desires, personal differences, plans, organization stakeholders, and different cultures Cengiz Ucar, Ahmet and Eren, Erol and Erzengin, Esra, (2012). Plans that these AI - oriented leaders schematize must be practical and should be pleasant and acceptable for the organization's stakeholders, agents, and national and international partners Cengiz Ucar, Ahmet and Eren, Erol and Erzengin, Esra, (2012) . Strategic AI - oriented leadership affects strategic changes and innovation in the detection of environmental uncertainty Cengiz Ucar, Ahmet andEren, Erol and Erzengin, Esra, (2012).

Ethical AI - Oriented Leader

A sustainable organization recognizes that it has a purpose outside business itself. Ethical AI - oriented leadership is a AI - oriented leader's personality and upbringing, which incorporates five groups of AI - oriented leader social responsibility.

- Moral-legal standard of conduct,
- Internal obligation,
- Concern for others,
- Concern about consequences,
- And self-judgment.

Morality and fairness, open communication with followers, trustworthiness and honesty, power-sharing and ethical role clarification are components of ethical AI - oriented leadership Gazor and Hossein, (2012). Technical, conceptual, and interpersonal skills along with emotional and social intelligence contribute to a proper understanding of ethical values Gazor and Hossein, (2012). AI - oriented leaders enriched with these skills can show the way toward enhanced ethics oriented Gazor and Hossein, (2012). The ethics of AI - oriented leadership continue to attract public and scholarly attention Gazor and Hossein, (2012). Ethics is concerned not only with what should be, but with what should not be Gazor and Hossein, (2012). Ethics means going beyond the requirements of the law and what is perhaps profitable for the organization Gazor and Hossein, (2012). Ethical AI - oriented leadership is positively related to culture Gazor and Hossein, (2012). In fact, transformational AI - oriented leadership and transformational culture predict ethical AI - oriented leadership Gazor and Hossein, (2012). Also, ethical AI - oriented leadership is positively related to follower organizational citizenship behaviour and negatively related to deviance Gazor and Hossein, (2012). These relationships are moderated by followers' self-stem Gazor and Hossein, (2012).

Perception plays a crucial role in the complex process of AI - based decision-making, which is influenced by a range of cognitive and affective aspects (Kowler; 1910). The relationship between perception and AI - based decision-making is examined by emphasizing how AI - oriented leader(s) perceive sensory inputs, filter information through biases and past experiences, and then assess it for making AI - based decisions (Kowler; 1910). This paper also studied the mechanisms through which perception influences AI - based decision-making, including attentional processes, evaluation of information, and the impact of AI - based decision-making heuristics on biases (Kowler; 1910). There are differences and negative relationships between ethical AI - oriented leadership perceptions and strategic AI - oriented leadership perceptions (Kowler; 1910). AI - based decision-making is considered a requirement of both ethical AI - oriented leadership and strategic AI - oriented leadership (Kowler; 1910). Strategic AI - oriented leadership acts with profit impetus, but ethical AI - oriented leadership notices the universal values like justice, equality, honesty, impartiality, responsibility, respect, love, democracy, and tolerance in their activities (Kowler; 1910).

Charismatic AI - Oriented Leader

Charismatic AI - oriented leadership based on exceptional AI - oriented leadership refers to the AI - oriented leadership in which the AI - oriented leader possesses the power and ability to inspire the followers, while these abilities merely originate from the person's

power of personality and commitment (Satpathy; 2021 - 24). In this AI - oriented leadership, relationships are built by AI - oriented leaders who have profound and extraordinary influence on their followers by using their ability, but not with financial rewards and coercion (Satpathy; 2021 - 24). Intense sensitivity to the needs of team members is crucial to charismatic AI - oriented leadership (Satpathy; 2021 - 24). Charismatic AI - oriented leadership is mainly communicative (Satpathy; 2021 - 24).

Innovative AI - Oriented Leader

Innovative AI - oriented leadership means introducing something new (idea, method, technique, process, product, service and etc (Satpathy; 2021 - 24).) to solve current problems and satisfy employees' needs at the present and in the future (Satpathy; 2021 - 24). Innovative AI - oriented leaders have features in common, such as AI - oriented leadership knowledge, skills, values, and talent to anticipate the negative impacts of problems in the future (Satpathy; 2021 - 24). They can solve the current problems with a focus on the future (Satpathy; 2021 - 24).

Inspirational AI - Oriented Leader

Inspirational AI - oriented leadership or visionary AI - oriented leadership is one AI - oriented leadership approach that has a specific process of its own (Satpathy; 2021 - 24). Visionary AI - oriented leadership is a human-related process that offers a perspective of the goals and orientation by the evolution factor influence in dealing with the needs (Satpathy; 2021 - 24). The process of the ideal setting is constant and dynamic and must be considered part of the AI - oriented leadership's current duties (Satpathy; 2021 - 24). Ideals develop through a series of processes (Satpathy; 2021 - 24). According to Westely and Mitzenberg, three certain components along a perspective are

- Defining an image of the desired future for the organization
- Schematizing these visions
- Empowering the followers by transmitting the vision (Satpathy; 2021 - 24).

Empowering AI - oriented leadership provides meaning to workers rule compliance in responding to complex and complicated problems (Satpathy; 2021 - 24).

Global AI - Oriented Leader

AI - oriented leaderships are increasingly confronted with problems of cultural heterogeneity outcome variables along with various levels of analysis on future business challenges that companies will face due to the globalization process (Satpathy; 2021 - 24). AI - oriented leadership as a lever to handle these globalization challenges (Satpathy; 2021 - 24). Culture is the most important platform at the roots of global AI - oriented leadership behaviour (Satpathy; 2021 - 24). Global AI - oriented leaders must have sufficient knowledge of national and international cultures (Satpathy; 2021 - 24). They must internalize the national and organizational culture (Satpathy; 2021 - 24). The globalization process and the nature of competition have challenged these organizations (Satpathy; 2021 - 24). The impacts of globalization on AI - oriented leadership involve

- Learning behavioural dimensions required by different cultures
- Farsightedness
- Being proactive
- Managing disputes with cooperation
- Leading multicultural teams

Virtual Organization AI - Oriented Leader

A virtual world can be used to develop and enhance AI - oriented leadership skills (Satpathy; 2021 - 24). Within the above paradigms, there is an acknowledgment of the fact that the interaction between AI - oriented leaders and their followers is of paramount importance (Satpathy; 2021 - 24). Identifying and applying appropriate AI - oriented leadership strategies in the virtual environment not only increases productivity value but also has a positive influence on the quality of trust and culture of virtual team members (Satpathy; 2021 - 24). Access to necessary resources for virtual work, knowledge-sharing interested organizational culture, professional team leading with knowledge creation and management strategies and processes, supervisors facilitating the implementation of the final product, and finally, incentives in working communities are factors that lead an organization to be successful (Satpathy; 2021 - 24).

In the new century, with the rise of communication and information technologies, the form of social networks has changed into virtual ones (Satpathy; 2021 - 24). With the advent of the Internet and cyberspace, the physical form has changed to virtual ones (Satpathy; 2021 - 24). A virtual organization has emerged seeing that the world has become extremely complicated compound and technological (Satpathy; 2021 - 24). Virtual organization's AI - oriented leadership must converge to all team elements because of the lack of sound communication among members (Satpathy; 2021 - 24). Applying appropriate leading strategies to the virtual condition

will not only raise the value of organizational productivity but also positively influence the quality of trust and culture of members (Satpathy; 2021 - 24). Virtual organization's AI - oriented leadership requires the following skills:

1. Building a cordial relationship with others
2. Scattering information and knowledge between members
3. Convergence among members and objectives
4. Being honest with members
5. Setting face-to-face meetings as possible for members (Satpathy; 2021 - 24).

New World of AI Based Decision

Actors in the world of AI based decision are facing an increasing number of challenges, including automatization and digitalization, new types of jobs and more diverse forms of employment. . Mental events, however, distributed, provide the defining problems of the social sciences. What are our basic cognitive operations (Satpathy; 2021 - 24). How do we use them in judgment, economic AI - based decision, action, reason, AI - based decision, persuasion, and expression (Satpathy; 2021 - 24). Do AI - based decision makers know what they need to know (Satpathy; 2021 - 24). How do AI - based decision makers choose (Satpathy; 2021 - 24). What are the best incentives (Satpathy; 2021 - 24). When is judgment reliable (Satpathy; 2021 - 24). Can negotiation AI based decision (Satpathy; 2021 - 24). How do cognitive conceptual resources depend on social and cultural location (Satpathy; 2021 - 24). How do certain products of cognitive and conceptual systems come to be entrenched as shared knowledge and method (Satpathy; 2021 - 24). This paper discusses the new scaffold of AI - based decision making in a new world of AI based decision frame AI based decision.

AI based decision has changed forever (Satpathy; 2023). How will AI affect businesses and employees? Leadership responsibility, in a New World of AI based decision frameAI based decision, is a vibrant process of spotting potential, taking premeditated risk, and adds value by starting and running new businesses (Satpathy; 2023). Art of making AI - based decisions is fundamental to what makes Leaders successful (Satpathy; 2023). Leaders recurrently need to make AI - based decisions quickly with scant information regarding highly unstructured AI - based decision-making situations (Satpathy; 2023). Successful Leaders are skilled at making important AI - based decisions in midst of uncertainty, frequently, with minimal resources (Satpathy; 2023). They examine competitive environments, assess market conditions, and forecast upcoming trends (Satpathy; 2023). Additionally, making AI - based decisions entails more than just taking risks; it requires a good eye for spotting and seizing untapped opportunities (Satpathy; 2023). Therefore, Leaders should have higher inclination for risk in order to make AI - based decisions (Satpathy; 2023).

Leaders must be quick to change course when necessary, flexible in judgment, and committed to goals (Satpathy; 2022). With less information at disposal, AI - based decision-making for Leaders may be challenging (Satpathy; 2022). Effective Leadership AI - based decision-making serves as compass that leads Leaders through demanding process of creating and growing organizations (Satpathy; 2022). Causality, in a New World of AI based decision frame AI based decision, plays vital role in AI - based decision disciplines (Satpathy; 2022). Conversely, algorithmic AI - based decision making AI - based decision and subsequent feedback is implicit to have a biological not just behavioural basis (Satpathy; 2022). This introduces a critical question; what constitutes evidence in AI - based decision sciences (Satpathy; 2022). This mandates holistic thinking and deep understanding since paradigm for AI - based decision control is emerging; who appreciates, expands, creates, connects and enthuse AI - based decision (Satpathy; 2022). This paradigm would cease conservative philosophy, understand how to engage and influence ocular of others and help activate openness to new ideas; observe real phenomena and describe in eyes - impression equations, in a back-and-forth process akin to Richard Feynman's approach to Physics in realm of human behaviour (Satpathy; 2022). In this, actions are transformed from results-orientation to relationship - orientation (Satpathy; 2022).

An expansive range of scholarly disciplines, such as Cognitive Neuroscience, Psychology, Organizational Studies and Management, seek to investigate incentive - based AI - based decision making (Satpathy; 2021, 2023). Each of these conducts research from relatively narrow paradigms, and with that emerges limitations attendant with pure disciplinary research (Satpathy; 2021, 2023). Emerging field of behavioural sciences, in a New World of AI based decision frameAI based decision, appears to offer a common language, theory and practice to better understand this behaviourial dimension (Satpathy; 2021, 2023). First step in understanding of eyes (impressions) incorporates objective, description and analysis of how eyes AI based decisions (Satpathy; 2021, 2023). Different behavioural disciplines investigate incentive - based human AI - based decision making from individualistic perspective and methodology (Satpathy; 2021, 2023). Within new field of behavioural sciences, these approaches attempt to uncover comprehensive understanding of biological basis (and determinants) of Leadership behaviour (Satpathy; 2021, 2023). Such models are critical when crafting and executing strategies by Leaders and AI - based decision Makers (Satpathy; 2021, 2023).

Shattering barriers between AI based decision and life, the new World of AI based decision connotes a new spectrum of AI based decision where Robotics, Artificial Intelligence, Machine Learning and the like dictate the nature, character and signature of AI based decision; Why we profess AI based decision, What we calibrate AI based decision, When we adopt AI based decision, Where we synthesize AI based decision, How we arrive at AI based decision, for Whom we design AI based decision, and finally Who will rap the benefits of AI based decision (Satpathy; 2022, 2023). The relevant dictating parameters are; unique strengths, interests, and values (Satpathy; 2022, 2023). Technology, especially AI, can be a catalyst to empower, enrich and connect (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). Digital transformation, remote AI based decision, and emphasis on

employee well-being and re-skilling are the 'Three Pillars' (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). Transfusing in the broad areas of technology and innovation, diverse and inclusive labour markets, small businesses development, and education and training, Prof Jo Ann Rolle (CUNY, USA) is of the view that, 'Due to technological disruptions of the 4th industrial revolution and post - Covid transformations, technology will play central role in industry and AI based decision for 21st century (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). Underserved communities represent the majority in the global economy in developed and developing countries, and they are disproportionately impacted by march of technology through Artificial Intelligence, automation, and digitization (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014).

Without any specific interventions, class of AI based decisions will be relegated to a 'useless class' lacking the relevant technical skills and competencies fundamental in a highly digitalized and automated world' (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). Jo seeks to answer four key questions (with reference to authentic voices, narratives, and trajectories): What is the future of AI based decision and AI - oriented leadership for the underserved communities globally? What are footprints of successful AI based decision and AI - oriented leadership evident in underserved communities? How will technological disruption impact underserved AI based decision force and businesses? What needs to be done to harness gains and mitigate technological disruption in the future of AI based decision? These viewpoints underscore heterogeneity of future of AI based decision and AI - oriented leadership in underdeveloped, developing, and developed economies and contribute to ongoing discourses on the subject across the world (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). 'Transformation is a never-ending process (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). The future of AI based decision and AI - oriented leadership for underserved is a struggle for progress of humanity globally (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014).'

'Every AI - based decision is a forecast of the future,' says Schweitzer (2021). Schweitzer (2021) further opines, 'Every AI - based decision is a forecast of the future. 'In such a scenario, the pertinent issue is how Leaders are going to decide when engulfed in a situation of 'New AI based decision Order' which is impacted and influenced by seen and unseen forces within environ of Artificial (Fabricated and / or Synthetic) Intelligence (Mirkamali, Seyyed Mohammad andNarenji Thani, Fatemeh andAlami, Farnoosh; 2011). Will AI - based decision making be the same as it was in the Classical / Neo – Classical era (Mirkamali, Seyyed Mohammad andNarenji Thani, Fatemeh andAlami, Farnoosh; 2011). What would be the challenges (Mirkamali, Seyyed Mohammad andNarenji Thani, Fatemeh andAlami, Farnoosh; 2011). What about the 'tsunami' of information waves ('Infoplosion' or 'Info-Tectonics') (Mirkamali, Seyyed Mohammad andNarenji Thani, Fatemeh andAlami, Farnoosh; 2011). What about the degrees of uncertainty intrinsic in complex circumstances (Mirkamali, Seyyed Mohammad andNarenji Thani, Fatemeh andAlami, Farnoosh; 2011). 'Sometimes we have to figure out when to move forward and stop collecting information. We want to make the best-informed AI - based decision, but there's a tradeoff for waiting. It's the opposite of the rush-to-solve bias. You need to determine what key information you have, what you can get, and what you can't. Don't wait longer than you have to before making the AI - based decision (Schweitzer; 2021 and Mirkamali, Seyyed Mohammad and Narenji Thani, Fatemeh andAlami, Farnoosh, (2011).'

Problem Statement

In a new world of work framework, AI - based decision-making methods can address existing challenges MalmirAmeneh, Azizzadeh Fariba (2013). 'Our eyess are best suited for certain situations MalmirAmeneh, Azizzadeh Fariba (2013). We prefer to think in causal terms, and we like predictable outcomes MalmirAmeneh, Azizzadeh Fariba (2013). We want to open doors when we know what's behind it MalmirAmeneh, Azizzadeh Fariba (2013). When we don't know, we undervalue potential outcomes (Schweitzer; 2021) MalmirAmeneh, Azizzadeh Fariba (2013).' Notwithstanding considerable developments, enquiry of how Leaders make AI - based decisions, in a New World of Work framework, stays to posture significant trials for methodical explorations MalmirAmeneh, Azizzadeh Fariba (2013). Erecting a AI - based decision infers that there is an alternate AI - based decision to be factored MalmirAmeneh, Azizzadeh Fariba (2013). And in such a condition, Leaders want not only to detect as many of these alternate AI - based decisions as conceivable but select one that (1) has peak panorama of efficiency and, (2) best fits with goal line MalmirAmeneh, Azizzadeh Fariba (2013).

Rationale

How ready is the leader of today to embrace changes (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). Today Human Resources (management, administration and development) cannot be divorced from AI. AI (Reactive Machines, Limited Memory, Theory of Mind, and Self-aware AI) is here to stay. Even if connoted as Artificial, a.k.a. Synthetic Intelligence or Fabricated Intelligence, AI is going to reign supreme in all HR functions (explicitly coding logic to make decisions based on input data). Even with the incursion of Biology in Management as well as decision making, AI will, in tandem with HR, continue to aid decision making with a human element being an administrator. Robotics is a fine example. These have created an ever increasing spiral of innovation. With emerging areas like Human – Computer interaction, Eyes – Machine interaction etc. AI will be a significant cog in decision making. But, the opposing School of Thought advances the issues like; How intelligent—really—are the best AI programs (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). How can one recognize an intractable problem (Martinez-Corcoles, Mario and J. Gracia, Francisco and

Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). How do they work (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). What can they actually do, and when do they fail (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). How humanlike do we expect them to become, and how soon do we need to worry about them surpassing us (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). Can formal rules be used to draw valid conclusions (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). How does the mind arise from a physical eyes (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). Where does knowledge come from (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). How does knowledge lead to action (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). What are the formal rules to draw valid conclusions (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). What can be computed (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). How do we reason with uncertain information (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). How should we make decisions so as to maximize payoff (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). How should we do this when others may not go along (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012). How should we do this when the payoff may be far in the future (Martinez-Corcoles, Mario and J. Gracia, Francisco and Tomas, Ines and M. Perro, Jose andSchobel, Markus, (2012).

How do eyes process information? How do humans (and animals) think and act? Paper efforts to deliberate characteristic schemes and landscapes for future replicative studies in a New World of Work framework. Present attempt underwrites in direction of providing outline for steering AI - based decision investigations, proposition explanation through measurements of stimulus at stretch of AI - based decision and designate typical inter disciplinary prototype for neuron-stimulus-based AI - based decision construction. There is need to offer new insights into the challenges and opportunities of the future of work, develop new theoretical frameworks or empirical methods for studying the future of work and propose new policies or interventions to address the challenges and opportunities of the future of work.

‘A person's mental activities are entirely due to the behaviour of nerve cells,
glial cells, and the atoms, ions, and molecules that make them up and influence them.’

…. Francis Crick

Aim and Objective(s)

Through eyes's impressions illustration, paper highlights potential cause - effect linkage between neuro - biology and management sciences in explaining how to decipher judgement dynamics (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). Attempt is made to explore nature of causality and employ empirical (cognitive and neurological) approach (es) to neuro-management’ data (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). This is towards revealing neural decision paths in AI - based decision making (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). Purpose is to exhibit empirical mosaics in ‘neuro - trajectory shifts(s)’ of incentive - based AI - based decision circuit’ (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). Primary aim is to archetype neuro-feedback by using eyes impressions (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). This integrates behavioural science and psychology of management modeling tactic (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). Objective is to monitor undercurrents of neurobiological ‘motorists’ in Leadership AI - based decision making (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). Effort is to explicate how neural investigations appreciate ‘mental tectonic shifts’ in New World of Work framework (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014).

Methodology

‘I believe we are well on our way to the day where our theoretical concepts
about AI - based decision making are shaped at least in part by findings from Neuroscience’

…. Daniel Kahneman

The new models of decision-crafting include, economic man, administrative man, action man, hazard, accidental decisions, emotional man, perfect rationality, limited rationality, pragmatic rationality, incremental rationality, intuition, irrationality, reflection, logic, deduction, routine, experimentation, Empiric, induction, past experience, imagination, creativity, emotions and imbued. Neurodecision modeling aligns to a higher ocular order towards amplification of perceptive and neural foundation of humanoid decision-crafting, capability to manner manifold substitutions and selects an optimum trajectory of act, explicitly in management framework. Some facets include; cognitive processes, decisions under risk and uncertainty and operational studies of fMRI, EEG, fNIRS and eye tracking. Plotting neuronal - directed decision trajectory, alongside cognito - management, has made unrivaled sensitivities into neuronal - focused substitutions. These rationalize behavioural investigation on business ‘actors’, ‘representations’

and ‘maxims’ with ‘cognito - tactical monikers’ (CTM). The theoretical concept suggests a relaxed and calm pair of eyes is more productive when it comes to actively solving problems, making a clear AI - based decision, or getting involved in some engaging work. Beginning with physiological origins of ophthalmic rhythms, eye gaze estimates are obtained. A single subject experiment has been adopted. Two specific research questions are pursued (Satpathy; 2022, 2023 and Shirvani, Alireza; Malmir, Ameneh; Azizzadeh, Fariba (2014). Firstly, how a AI - based decision is explored and second, what part of eyes aids AI - based decision making?

Making cogent - tactical decisions is a complex management action. Hominids share designed structural sphere and project stimulus on decision processes. Neuroscience, along with cognito - management, has made tremendous advances in recent decades, bringing unprecedented insights into human eye and nature. Fissures amongst judiciousness - based scrutiny adopt proxies and anthropological comportment in shepherding behavioural exploration on decision making. Leaders (‘actors’) contract high uncertainty, ambiguity, time pressure and emotional stress. Cognito - management investigates decision making by using cognito - tactical monikers (CTM) to investigate how eye behaves in circuit of higher cognitive functions. This has transitioned from mapping confined effects to evolving extrapolative models that assimilate data scattered across eye structures. Business actor’s decision dynamics has extended from behaviorist approach to cognitive that focuses on processes prior to response. ‘Deciding to Decide’, ‘Preferring to Prefer’, ‘Deciding to Prefer’ and ‘Preferring to Decide’ are four ‘bordered boundaries’ where business actor has to arrive at an optimal decision.

This paper does not reason to account conclusions that are comprehensively and everlastingly germane, nor beached resolutely in theoretic or experiential exploration. It submits to an abstract conundrum (Meta -explicandum?). It does not report distinct, well - defined concern, abruptly fixated on specific disciplinary theme. As an alternative, it accounts on investigative explorations, whose amalgamating strand is message of real-world difficulties. The non - concrete interpretations are grounded on fissures or insufficiencies in methodical norm which can be articulated as queries to trail where clarifications may lie.

Population: A single-subject design or single - case research design has been adopted. This was with the aim that the subject could serve as his own regulator. Behavior of subject was detected continually over progression of interposition (‘Continuous Assessment’). Behavioural tendencies, if any, were recorded (‘Baseline Assessment’). Since comportment was evaluated recurrently, single - subject scheme permitted to gauge vicissitudes in conduct over phase through workings of dynamic components. Such an arrangement as favoured as it was perceived to be very much elastic and could target variances in reaction to intercession effects.

Equipment Used: The Tobii eye tracking equipment was used. This gadget is beam equipment that sorts it conceivable for a processor to discern where subject is observing, identify manifestation, responsiveness and concentration of subject. This permits for distinctive acumens into human comportment and what data we manner, to comprehend effects on decision behaviour and decision making.

Experiment and Results

Eye (behavior through lens of mental operations) is a bioelectric organ and neural sciences share common interest (Satpathy; 2020; 2021; 2022; 2023; 2024). Interaction between business and science is not smooth with misunderstanding or difference in expectations on either side (Satpathy; 2020; 2021; 2022; 2023; 2024). Attention theaters pervasive part in perception and reasoning (Satpathy; 2020; 2021; 2022; 2023; 2024). ‘Accelerationism’ decision making, with cognition and assumptions that underpin, is critical for any Leader when crafting or executing strategies (Satpathy; 2020; 2021; 2022; 2023; 2024). Leadership ‘accelerationism’ decisions have a complex neurobiological basis; chaos and complexification, creativity and experimentation (Satpathy; 2020; 2021; 2022; 2023; 2024). ‘Causality’ plays central role in Leadership ‘accelerationism’ decision sciences (Satpathy; 2020; 2021; 2022; 2023; 2024). What typifies notion of causation in sciences of mind and eye (behavior through lens of mental operations)? Are dissimilar notions a prerequisite for different experimental approaches? Are there variances in notions that are explicitly and implicitly presumed? What counts as causal evidence in Leadership ‘accelerationism’ decision sciences? What role is played by naturalistic explanation of information and physical mechanisms in identifying causal claims of Leadership sciences of mind and eye (behavior through lens of mental operations)? Documentation of molecular and genetic markers precisely forecast rational physiognomies for understanding cognitive and neural mechanisms of individual decision making (Satpathy; 2020; 2021; 2022; 2023;2024). An emerging new paradigm, through eye (behavior through lens of mental operations)'s wiring diagram, paper highlights potential cause - consequence linkage between biology and management in explaining how Leaders deal in ‘accelerationism’ decision dynamics (Satpathy; 2020; 2021; 2022; 2023;2024). Current lack of success and effort necessary for validating models are traced to weak theoretical representation of Leadership ‘accelerationism’ decision making in current ‘edifice’ (Satpathy; 2020;2021;2022;2023;2024). Attempt is to explore nature of causality, identify methods to test causal relations, employ empirical cognitive and neural approach (es) to causal reasoning and establish a relation between molecular and genetic causation and causality using hematological and molecular and genetic - management’ data to reveal neural decision paths in Leadership ‘accelerationism’ decision making (Satpathy; 2020;2021;2022;2023;2024).

A paradigmatic case of ‘cross - breeding’, paper empirically tests a behavioural experiment design via psychophysical approaches. Experimentation is advocated as best approach to deduce causal knowledge. Collaboration is not always straightforward. Linking ‘accelerationism’ decision data and ‘accelerationism’ decision processes, paper attempts to understand ‘Carters’ that underlie behavior and ‘accelerationism’ decision making by means of fundamental tools from management, psychology and innate science, applying approaches to broaden understanding of key features of ‘accelerationism’ decision processes, principles of cognitive science to

research questions in management and organisational behavior, discussing possible issues that emerge from such applications and methodologically present investigations in 'accelerationism' decision science. A model is primarily crafted to bring about near - perfect spectrum to establish an ''accelerationism' decision Cause - and - Consequence Linkage'.

Since development of eye tracking methodologies, researchers have been able to get prevue into ocular processes involved with performing task (making decision). The advantage is that they consent to go beyond studying consequence of task (choice) and monitor progression through which Leader goes about making a choice. Because where someone is looking and what they are paying (attention) are securely joined (there is an eye-mind link), researchers track decision maker's (attention) throughout a trial. With this evidence, they can examine classification with which decision maker samples data about decision options and duration of time spent making allowance for them. These methods will be useful in adjudicating between contradictory models with divergent accounts. Eye tracking methods are not a cure-all and restricted in capacity to support inferences about decision-making.

Decisions take place in energetic milieus. Optimum decision crafting is contingent on congregation of appropriate data to regulate superlative consequence. Linkage amongst discernment and exploit can be abstracted by manacle of neural maneuvers. These have potential in the direction of pointing at an impetus towards behaviour (decision in favour of a specific 'cognitive knock' or 'motor response'). Biological experimentations and trials divulge that decision crafting encompasses numerous eye zones. Decision crafting can be supposed as method of signal accretion in favour of dissimilar options over a stretch. This is concluded as soon as a decision frontier is attained ('unconditional' choice). Outcomes of research conducted so far challenge outmoded behaviour discipline and deliver ample aid to decision creating and manner of how anthropoid eye mechanisms. Biological micro practicalities of decision crafting has conventionally received substantial courtesy from Loewenstein (2001), Slovic (2002), Tversky and Kahneman (1975), Bechara (2004), Clark (2003), Damasio (1996), Lhermitte (1986), Shallice and Burgess (1991), Ernst (2004), Paulus (2003), Rogers (1999), Clark (2004), Glimcher (2002), Gold and Shadlen (2001), Platt and Glimcher (1999). Preliminary incursions originated from Bechara (2004) and Damasio (1996). These unique incursions branded eye areas indispensable for adaptive judgement crafting and provisioned abstract representations of critical facets of decision hewing (Damasio; 1996). Common issue to cast attention is, how is data encrypted by neurons? Decision crafting is contingent on three progressively and moderately purposefully discrete arrays of progressions: one, valuation plus creation of predilections amongst conceivable possibilities, two, assortment plus implementation of an act, and three, understanding or assessment of consequence. One possible option is to 'hammer out' compound proxies into dual possibilities.

'*Colander (2005) reminds us how interested classical economists were in measuring concepts like utility directly, before Pareto and the neoclassicals gave up. Edgeworth dreamed of a 'hedonimeter' that could measure utility directly; Ramsey fantasized about a 'psychogalvanometer'; and Irving Fisher wrote extensively, and with a time lag due to frustration, about how utility could be measured directly. Edgeworth wrote: '…imagine an ideally perfect instrument, a psychophysical machine, continually registering the height of pleasure experienced by an individual…From moment to moment the hedonimeter varies; the delicate index now flickering with the flutter of the passions, now steadied by intellectual sensitivity, low sunk whole hours in the neighborhood of zero, or momentarily springing up towards infinity…' Doesn't this sound like the language of a wannabe neuroeconomist? (except that it's more flowery). Now we do have tools much like those Edgeworth dreamed of. If Edgeworth were alive today, would he be making boxes, or recording the eye?'*

..... Camerer

In decision-making models; first, Decision makers must ascertain decision to be made, which needs to be convoluted in decision process, timeline for decision and areas or upshots to be achieved. Second, Decision maker's endeavor to identify as many substitutes as conceivable. Alternatives are scrutinized in step three. In step four, substitutions are rank ordered on basis of analysis in step three so that a choice can be attempted. In step five, strategy is generated to implement appropriate options or combinations of choices. In the final step, experiments to efficacious operation of preferred options are acknowledged and stratagems are established to cope those threats. Assessment is conducted of practice and consequence criteria, with effect benchmarks characteristically replicating decision - warranting cases in rung one.

Decision-making is an expanse of penetrating scholarship in neuromanagement and rational neuroscience. Effective management is a result of persistent efforts in multiple dimensions be it the formulation of strategies or the smooth functioning of day-to-day activities (Satpathy; 2015). There is significant preponderance in espousal of perceptions grounded on physiognomies in exploration into decision dynamics. Why does decision making differ among Decision makers? How should Leader idyllically make decisions? How can we help eader making better (not necessarily ideal) decisions while still compelling into account humanoid cognitive precincts? How do we make human decisions? Are foundations for these decisions continually time-honored in reason? How brain (via. eyes) absorbs data, recognises and frames challenging circumstances and selects apposite responses. Brain (via. eyes) structures suggest that brain (via. eyes) considers countless bases of information before making decision. Brain (via. eyes) imaging know-how's have inspired neuro studies of core order of attention and its relations with band-width of hominoid decisions. How is decision making processes

carried out in brain (via. eyes)? What are the limits of understanding thinking as a form of computing? How does previous experience alter decision behaviour? What happens in brain (via. eyes) or is activated when Decision makers make decisions or are in process of making decisions? Is study of decision-making via neuromanagement processes significant for Decision makers? How is a 'fair decision' appraised by brain (via. eyes)? Is it possible today to predict decision intents? Can we moderate behaviour affecting brain (via. eyes)?

Many decision makers seek material than required thus triggering ‘delay’ because of time essential to process information. This spoils efficacy of decision. In this state, neuromanagement seeks to explicate decision-making, ability to process multiple alternatives and choose optimal course of action. It studies how management decision behaviour shapes understanding of brain (via. Eyes) and monitor models of management. What is the coherent brain (via. Eyes) dynamics underlying prediction, control and decision making? Conjectural explanations posit that human brain (via. Eyes) accomplishes this through neural computations. Deciphering such transactions necessitate understanding of neuro processes that implement value-dependent decision making. This leads to formulation of a ‘neuro-management decision making paradox’. The goal is a guestimation of how brain (via. Eyes) implements decisions that are tied to decision behaviour.

Imaging is a vital facet of vibrant competences and there is a cumulative quantum of signal as to how evolutionary configurations are shaped. Contributions of cognition inquiry to decision strategy process research, key experiments of strategy process, drill - research, how cognition research could be applied to improve, promising intersections of research streams are some exciting (future) boulevards to explore. There are yet unsolved problems in cognition, even though several of these have evidence supporting hypothesized solution (Satpathy; 2015). What are the general implications of neuro management? There are unsolved issues; how does Leader decide in a state of indecisiveness, Risk and Probability? How does Leader decide in state of VUCA (Vulnerability, Uncertainty, Complexity and Ambiguity)? How do we make decisions? How does human brain (via. eyes) compute and represent abstract ideas? What counts as explanation of how brain (via. eyes) works (what are function, algorithm and implementation)? Accepting that functional reasonableness cannot be accomplished, verdures decision-makers with another judgment: what to do next?

Findings and Observations:

A cognito - based eye ‘tracking’ experiment was conducted at NTN University, Taiwan to experiment (‘information - obligated’) judgement making dynamics of Leaders.

Subje	Fixati	Recordi Time	Fixati Index	Gaze Occurren Type	Gaze Occurence Duration	Gaze Point X	Gaze Point Y	Distance Left	Dista e Rig
Sub -	I-VT ref	773		Unclas	7	977	599	737.99	737.
Sub -	I-VT ref	775		Unclas	7	971	593	737.13	737.
Sub -	I-VT ref	779		Saccade	7	977	599	737.99	737.
Sub -	I-VT ref	791		Saccade	7	971	597	737.13	737.
Sub -	I-VT ref	795		Saccade	7	973	511	737	737
Sub -	I-VT ref	799		Saccade	7	979	531	737.13	737.
Sub -	I-VT ref	793		Saccade	7	979	577	737.13	737.
Sub -	I-VT ref	795		Unclas	1	977	731	737.19	737.
Sub -	I-VT ref	799		Unclas	1	977	779	737	737
Sub -	I-VT ref	913		Unclas	1	951	777		1
Sub -	I-VT ref	915		Unclas	7				
Sub -	I-VT ref	919		Unclas	7				
Sub -	I-VT ref	911		Unclas	7				
Sub -	I-VT ref	915		Unclas	7				
Sub -	I-VT ref	919		Unclas	7				
Sub -	I-VT ref	931		Unclas	7				
Sub -	I-VT ref	935		Unclas	7				
Sub -	I-VT ref	939		Unclas	7				
Sub -	I-VT ref	933		Unclas	7				
Sub -	I-VT ref	935		Unclas	7				
Sub -	I-VT ref	939		Unclas	7				
Sub -	I-VT ref	953		Unclas	7				

Sub -	I-VT ref	955		Unclas	7				
Sub -	I-VT ref	959		Unclas	7				
Sub -	I-VT ref	951		Unclas	7				
Sub -	I-VT ref	955		Unclas	7				
Sub -	I-VT ref	959		Unclas	7				
Sub -	I-VT ref	973		Unclas	7				
Sub -	I-VT ref	975		Unclas	7				
Sub -	I-VT ref	979		Unclas	7				
Sub -	I-VT ref	973		Unclas	7				
Sub -	I-VT ref	975		Unclas	7				
Sub -	I-VT ref	979		Unclas	7				
Sub -	I-VT ref	993		Unclas	7				
Sub -	I-VT ref	995		Unclas	7				
Sub -	I-VT ref	999		Unclas	7				
Sub -	I-VT ref	991		Unclas	7				
Sub -	I-VT ref	995		Unclas	7				
Sub -	I-VT ref	999		Unclas	7				
Sub -	I-VT ref	913		Unclas	7				
Sub -	I-VT ref	915		Unclas	7				
Sub -	I-VT ref	919		Unclas	7				
Sub -	I-VT ref	911		Unclas	7				
Sub -	I-VT ref	915		Unclas	7				
Sub -	I-VT ref	919		Unclas	7				
Sub -	I-VT ref	931		Unclas	1	939	717	717.95	717.
Sub -	I-VT ref	935		Unclas	1	937	713	717.19	717.
Sub -	I-VT ref	939		Unclas	1	939	795	717.39	717.
Sub -	I-VT ref	933		Saccade	33	937	579	717.53	717.
Sub -	I-VT ref	935		Saccade	33	973	511	733.19	733.
Sub -	I-VT ref	939		Saccade	33	995	555	737.13	737.
Sub -	I-VT ref	951		Saccade	33	995	531	737.13	737.
Sub -	I-VT ref	955		Saccade	33	999	515	737	737
Sub -	I-VT ref	959		Saccade	33	999	393	737.13	737.
Sub -	I-VT ref	951		Saccade	33	991	377	737.17	737.
Sub -	I-VT ref	955		Unclas	7	991	391	737.15	737.
Sub -	I-VT ref	959		Unclas	7	991	393	737.19	737.
Sub -	I-VT ref	971		Saccade	7	993	399	737.99	737.
Sub -	I-VT ref	975		Saccade	7	991	399	737.99	737.
Sub -	I-VT ref	979		Saccade	7	979	511	737.95	737.
Sub -	I-VT ref	971		Saccade	7	979	513	737.93	737.
Sub -	I-VT ref	975		Saccade	7	979	517	737.9	737
Sub -	I-VT ref	979	3	Fixation	37	977	519	737.95	737.
Sub -	I-VT ref	991	3	Fixation	37	977	533	737.95	737.
Sub -	I-VT ref	995	3	Fixation	37	975	531	737.99	737.
Sub -	I-VT ref	999	3	Fixation	37	977	519	737.9	737
Sub -	I-VT ref	991	3	Fixation	37	975	517	737.9	737
Sub -	I-VT ref	995	3	Fixation	37	975	517	737.97	737.

Sub -	I-VT ref	999	3	Fixation	37	977	513	737.99	737.
Sub -	I-VT ref	3	3	Fixation	37	979	511	737.97	737.
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Sub -	I-VT ref	1	3	Fixation	37	975	519	737.95	737.
Sub -	I-VT ref	5	3	Fixation	37	973	515	737.97	737.
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Sub -	I-VT ref	55	3	Fixation	37	979	517	737.99	737.
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Sub -	I-VT ref	71	3	Fixation	37	975	515	737.75	737.
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Sub -	I-VT ref	99	3	Fixation	37	993	515	737.79	737.
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Sub -	I-VT ref	91		Unclas	57	991	515	737.7	737
Sub -	I-VT ref	95		Saccade	3	979	511	737.75	737.
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Sub -	I-VT ref	311		Unclas	7	991	517	737.7	737
Sub -	I-VT ref	315		Unclas	7	997	553	735	735
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Sub -	I-VT ref	311		Unclas	7	991	511	737.73	737.
Sub -	I-VT ref	315		Saccade	3	993	515	737.75	737.
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Sub -	I-VT ref	351	3	Fixation	391	991	519	737.75	737.
Sub -	I-VT ref	355	3	Fixation	391	993	515	737.75	737.
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Sub -	I-VT ref	351	3	Fixation	391	991	517	737.75	737.
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Sub -	I-VT ref	359	3	Fixation	391	991	513	737.77	737.
Sub -	I-VT ref	371	3	Fixation	391	993	515	737.79	737.
Sub -	I-VT ref	375	3	Fixation	391	991	517	737.75	737.
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Sub -	I-VT ref	379	3	Fixation	391	993	517	737.77	737.
Sub -	I-VT ref	391	3	Fixation	391	993	511	737.73	737.
Sub -	I-VT ref	395	3	Fixation	391	995	515	737.7	737
Sub -	I-VT ref	399	3	Fixation	391	995	513	737.73	737.
Sub -	I-VT ref	391	3	Fixation	391	993	519	737.75	737.
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Sub -	I-VT ref	311	3	Fixation	391	993	519	737.59	737.

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Sub -	I-VT ref	335	3	Fixation	391	995	519	737.73	737.
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Sub -	I-VT ref	339	3	Fixation	391	993	519	737.73	737.
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Sub -	I-VT ref	519	3	Fixation	391	997	519	737.77	737.
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Sub -	I-VT ref	531	3	Fixation	391	995	399	737.77	737.
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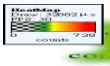
Sub -	I-VT ref	539	3	Fixation	391	999	515	737.75	737.
Sub -	I-VT ref	551	3	Fixation	391	997	517	737.7	737
Sub -	I-VT ref	555	3	Fixation	391	993	515	737.73	737.

Fixation Calibrations

Time to First	**Fixation_4.JPG_1_N**	**Time to First Fixation_**	**4.JPG_1_Mean**	**Time to First**

Fixation_4.JPG_1_Sum	Time to First Fixation_4.JPG_2_N	Time to First Fixation_4.JPG_2_Mean	Time to First
Fixation_4.JPG_2_Sum	Time to First Fixation_4.JPG_3_N	Time to First Fixation_4.JPG_3_Mean	Time to First
Fixation_4.JPG_3_Sum	Time to First Fixation_4.JPG_4_N	Time to First Fixation_4.JPG_4_Mean	Time to First
Fixation_4.JPG_4_Sum	Time to First Fixation_5.JPG_5_N	Time to First Fixation_5.JPG_5_Mean	Time to First
Fixation_5.JPG_5_Sum	Time to First Fixation_6.JPG_6_N	Time to First Fixation_6.JPG_6_Mean	Time to First
Fixation_6.JPG_6_Sum	Time to First Fixation_6.JPG_7_N	Time to First Fixation_6.JPG_7_Mean	Time to First
Fixation_6.JPG_7_Sum	Time to First Fixation_7.JPG_10_N	Time to First Fixation_7.JPG_10_Mean	Time to First
Fixation_7.JPG_10_Sum	Time to First Fixation_7.JPG_8_N	Time to First Fixation_7.JPG_8_Mean	Time to First
Fixation_7.JPG_8_Sum	Time to First Fixation_7.JPG_9_N	Time to First Fixation_7.JPG_9_Mean	Time to First
Fixation_7.JPG_9_Sum	First Fixation Duration_4.JPG_1_N	First Fixation Duration_4.JPG_1_Mean	First Fixation
Duration_4.JPG_1_Sum	First Fixation Duration_4.JPG_2_N	First Fixation Duration_4.JPG_2_Mean	First Fixation
Duration_4.JPG_2_Sum	First Fixation Duration_4.JPG_3_N	First Fixation Duration_4.JPG_3_Mean	First Fixation
Duration_4.JPG_3_Sum	First Fixation Duration_4.JPG_4_N	First Fixation Duration_4.JPG_4_Mean	First Fixation
Duration_4.JPG_4_Sum	First Fixation Duration_5.JPG_5_N	First Fixation Duration_5.JPG_5_Mean	First Fixation
Duration_5.JPG_5_Sum	First Fixation Duration_6.JPG_6_N	First Fixation Duration_6.JPG_6_Mean	First Fixation
Duration_6.JPG_6_Sum	First Fixation Duration_6.JPG_7_N	First Fixation Duration_6.JPG_7_Mean	First Fixation
Duration_6.JPG_7_Sum	First Fixation Duration_7.JPG_10_N	First Fixation Duration_7.JPG_10_Mean	

rthermore, th not nderstand how to respond or eal with V CA. ity, ainty, complexity a and guity each co ponent ses e tional ch llenges. T re, l ness ers s uld b fy ch co ent th separ e and un ue re onse. Th s u sta tra tion.



re need o overcome this state of VUCA (V ility, rtainty, complexity and ambiguity) and design business p ects. Unp dictable ev nts happening outside can be n ative or po ive. h sent ter VU A. T ich m es it more difficult for leaders t make dec ons. One e ironment r ons is busines an manage change pr ess in rapidly ch nging, chaotic and turbulent business environment. L ers act as a change agent. They need to play important role in initiating, implementing and managing change in times of crisis under severe, uncertain and complex condition.

b rcial si s l to ic ch ge i siness wo ld. M y o ations and man rs st ggling t sta a at a ed in vola e, uncert in, c plex, and ambi ous na re of t s g bal cal ness en ment. T ce, ra r or nge, ng a d m y o us pp a th , t empt to naviga afe pa age thr ugh all. M bus sses ering om u rtainty a d co ty in bus ess decision ng is probability. A a result, ness le ers are suffering huge loss.

HY OTI IS

Co ex bu ess si tion l ds t ng de ons

V A Th en S y


GazePlot
Media: 投影片7.JPG
Time: 00:00:00.000 - 00:00:33.741
Participant filter: All Participants
Number of participants included: 3/3 (100%)
ambiguity.
GazePlot
Media: 投影片6.JPG
Time: 00:00:00.000 - 00:01:06.544
Participant filter: All Participants
Number of participants included: 3/3 (100%)
GazePlot
Media: 投影片5.JPG
Time: 00:00:00.000 - 00:00:29.540
Participant filter: All Participants
Number of participants included: 3/3 (100%)
GazePlot
Media: 投影片4.JPG
Time: 00:00:00.000 - 00:01:04.597
Participant filter: All Participants
Number of participants included: 3/3 (100%)
GazePlot
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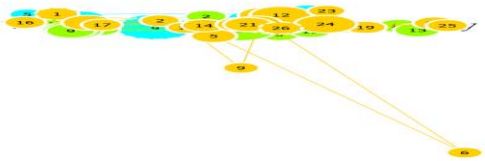
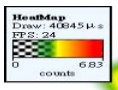
Time: 00:00:00.000 - 00:00:52.962
Participant filter: All Participants
Number of participants included: 3/3 (100%)



Opportunity (Should Management) of Volatility, uncertainty, complexity and ambiguity, ***FIGHT*** (Should Manager escape) from Volatility, uncertainty, complexity and ambiguity situation or get a ***FIGHT*** (Should Manager get frightened) and live along with Volatility, uncertainty, complexity and ambiguity.



limited to: **One**, hierarchy of self - organization. Top down to edge of organization, where information is freshest and closest. **Two**, Move decision making information to democratization of information. To empower employees to make decisions, make communication frictionless. **Three**, Speed up interactions. Accelerate speed of interaction as much as possible. **Last**, use simple rules to make quick decisions, rather than perfect analyses.

#	Left, px	Right, px	Left, φx φy	Right, φx φy
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3	-19, -114	-47, -106	-1.13, -5.92	-2.73, -5.60
4	-20, -132	-44, -118	-0.87, -4.71	-1.79, -4.22
5	-18, -155	-45, -141	-1.41, -8.83	-3.20, -8.01
6	-105, -78	30, -37	-4.46, -3.50	1.13, -1.38
7	-111, -82	43, -68	-6.48, -5.10	2.28, -3.52
8	-113, -84	44, -69	-5.84, -4.64	2.06, -3.14
9	-108, -74	30, -37	-5.08, -3.73	1.26, -1.54
10	-111, -73	46, -62	-4.66, -3.32	1.78, -2.37
11	-108, -60	45, -49	-4.52, -2.74	1.76, -1.91
12	-106, -26	46, -15	-4.09, -1.12	1.69, -0.56
13	-105, -13	47, -1	-4.17, -0.57	1.78, -0.04
14	-100, -4	46, 7	-3.85, -0.17	1.71, 0.26
15	-93, 10	54, 20	-3.48, 0.41	1.98, 0.75
16	-89, 16	54, 27	-3.45, 0.67	2.06, 1.05
17	-86, 14	58, 27	-3.40, 0.59	2.27, 1.08
18	-86, 19	56, 27	-3.19, 0.75	2.05, 1.01
19	-88, 21	54, 29	-4.41, 1.13	2.66, 1.45
20	-86, 21	50, 32	-4.26, 1.11	2.44, 1.58
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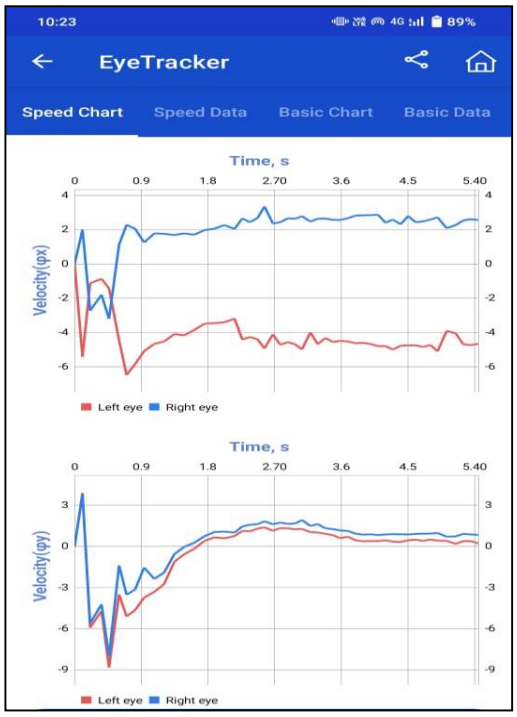
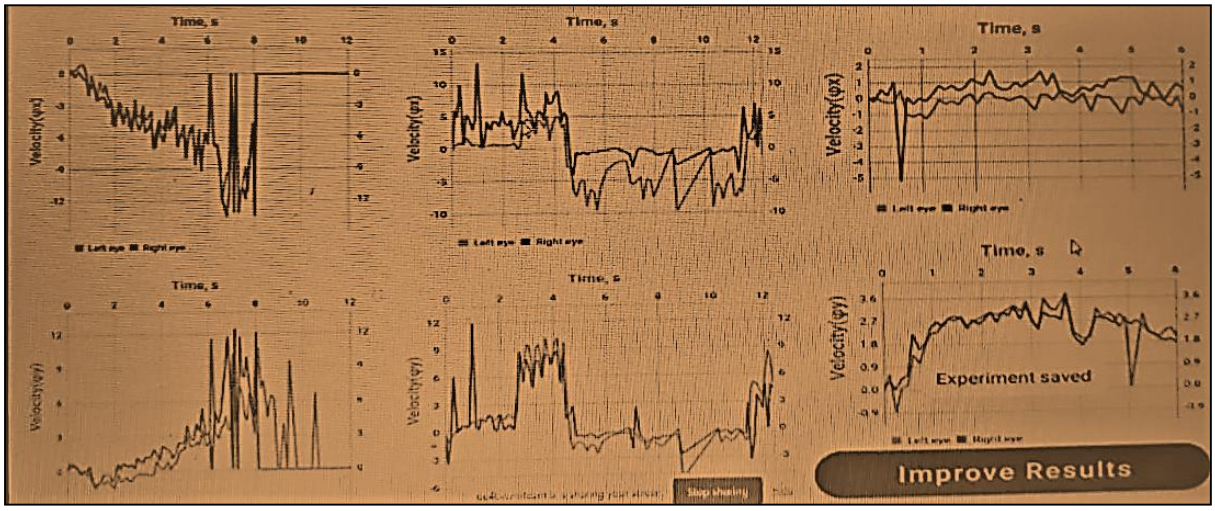
22	-87, 23	60, 32	-4.93, 1.39	3.36, 1.83





AI Reference Runs

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Discussions

The following deductions were obtained:-

- Eye 'tracking' affords instrumental evidence during judgement making process.
- Eye 'tracking' is recognised as an appreciated method to appraise conception procedures in a Leader - centered judgement process.
- Apart from judgement - task exactitudes and conclusion stretches, eye movements can be logged to scrutinize judgement - task key approaches and cognitive workload of Leaders.
- Eye movement help Leaders represent vigorous judgement making in an articulate mode.
- Strong variations in eye movement comportment represent judgement certainty
- Observing oculomotor variables in judgement - task routine helps identify transitory situations of ambiguity.
- Eye movements serve as a calculation technique that goes beyond customary analysis.

Conclusions:

…Behavioural economics was a consequence of, and contributed to a much more fundamental shift of the economic discipline. From the late 1970s onwards, the epistemology of economics gradually changed from being grounded in generalized characterizations of, among others, human behavior, to being based on empirical claims of economic behavior that could be refuted and verified directly by experimental and statistical observation. This shift was represented most saliently by a transition from the economists' distinction between positive facts and normative value judgments to a normative–descriptive dyad taken over from psychology.

..... **Floris Heukelom (2014)**

What are the mechanisms that keep gaze stable with either stationary or moving targets? How does motion of cognitive image on retina affect vision? Where do (decision makers) look - and why - when performing complex task? How can the world appear clear and stable despite continual movements of eyes? Cognitive processes driving eye movements during decision making are not in any consequential way different from those in similar tasks. Eye movements in decision making are partially driven by task demands. Eye movements in decision making are partially driven by stimulus properties that bias information uptake in favour of visually salient stimuli. Eye movements do not have causal effect on preference formation. However, through properties inherent to visual system, such as stimulus-driven attention, eye movements do lead to down-stream effects on decision making. Decision makers optimise eye movements to reduce demand on memory and reduce number of fixations and length of saccades needed to complete decision task. Drivers of eye movements in decision making change dynamically within tasks (Orquin and Loose ; 2013). Attention should be paid for performing experimental procedures in order to evaluate usability, accuracy and reliability of eye tracking systems. Any (decision) model that aims to describe decision making must reflect that visual information play central role in decision dynamics.

Results exhibit signals for spontaneous counterfactual simulation in domain of high - level cognitive. Major finding is that Leader endeavours to address decisions using eye tracking 'neuro - drivers'. Paper discusses conclusions and prospective ways to guide eye tracking neuroscience in judgement curve. Research offers 'First - rate Anchorage' of eye tracking 'neuro - drivers' and 'decision trajectory schemes' to appreciate how Leaders make decisions. Allowing for other methodologies to nature of SMART decision making contours, this attempt can be pigeonholed as behavioural, in that it routines a wide assortment of conceptions used in behavioural scholarships, in which anthropological behaviour is reconnoitered from voluminous ways. The principal findings in this research are;

- Leaders tend to act reasonably and in their own finest interests when deciding,
- Management researchers are willing to study neuromanagement in the realm of Leadership decision dynamics,
- Neuromanagement in realm of Leadership decision dynamics provides ways of measuring Leadership well-being,
- Neuromanagement will aid a catalyst for Leadership decision dynamics model development,

- Neuromanagement will provide a way to test Leadership decision models, and
- Neuromanagement will improve capability to predict Leadership decision dynamics behaviour.

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