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Abstract: *The paper investigates the chaotic conditions that businesses and organizations face, emphasizing necessity of adopting new technologies and strategic thinking. The focus is on emerging field of behavioral sciences, particularly relationship between brain functionality, neurological processes, and entrepreneurial behavior. Research delves into investigation of brain wave activity, especially Alpha Waves, using a blend of theoretical and experimental methods to understand their influence on decision-making in uncertain environments. Vital questions are posed, such as how knowledge of brain wave activity can enhance decision-making in business and implications of these findings for entrepreneurial psychology and model resilience against adversarial attacks. Through empirical exploration and use of EEG (alpha waves), study links behavioral research with computational models, highlighting impact of brain functionality on entrepreneurial behavior and advocating for rethinking of decision-making processes. Ultimately, paper aims to develop more robust models that can reshape entrepreneurial strategies, thereby emphasizing importance of neuroscience in addressing management challenges.*

This paper illustrates the essential relationship between neuroscience and business strategy, advocating for a sophisticated approach to decision-making through the investigation of brain activity. With profound implications for direct behavior in a chaotic entertainment environment, the research urges organizations to adopt innovative decision-making frameworks that integrate empirical neuroscience findings. As organizations grapple with the complexities of the modern business landscape, embracing behavioral science insights and technological advancements such as Electroencephalography (EEG) will be critical to fostering resilience and strategic agility. Ultimately, investing at the intersection of neuroscience and decision-making will yield transformative results that not only improve individual decision-making but also elevate overall organizational performance.

Key Words: *Alpha Waves, EEG (Alpha Waves), Neurosciences, Decision-Making and Behavioral Sciences.*

Prelude

Contemporary businesses operate in increasingly chaotic and uncertain environments, placing significant cognitive demands on entrepreneurial decision-making. This paper explores how insights from behavioral sciences and neuroscience can inform a more resilient understanding of decision processes under such conditions. Rather than presenting original empirical EEG data, the paper adopts a conceptual approach, drawing on established neuroscience literature to examine brain wave activity, particularly Alpha Waves measured via electroencephalography (EEG), as indicative of cognitive states associated with decision-making.

Paper depicts chaotic challenges businesses face today and underscore critical need for these organizations to leverage new technologies and engage in strategic thought. It transitions into behavioral sciences as a focus area, particularly emphasizing how brain functionality impacts entrepreneurial behavior and decision-making processes. Paper outlines methodological framework for analyzing brain wave activity (Alpha Waves) through combination of theoretical and experimental approaches. It discusses how these neural processes influence decision-making, especially under uncertainty, and poses key questions regarding the interpretability of models based on brain activities. Study employs EEG (alpha waves) to enhance decision-making research with a small respondent sample, aiming to bridge behavioral insights with computational models. It highlights significant advancements made in merging behavioral sciences with entrepreneurial practices, underscoring connection between neuroscience and business decision-making. paper argues for alternative decision-making frameworks to better address practical problems, advocating for reevaluation based on empirical research findings. Conclusion emphasizes study's contributions towards developing robust and interpretable models that can transform entrepreneurial strategies and reinforces significance of neuroscience in management.

Paper poses key questions regarding interpretability of models based on brain activity and resilience to biases and adversarial attacks. Some of these are; how does understanding brain wave activity enhance our comprehension of decision-making in business environments? In what ways can organizations implement findings to improve decision-making? What implications do study's findings have for future research in entrepreneurial psychology? How might adversarial attacks influence development of decision-making models using brain data? Through empirical EEG (alpha waves) explorations role in enhancing decision-making, involving a small respondent sample, study seeks to bridge behavioral research with computational models to enhance understanding of cognitive dynamics in entrepreneurial contexts.

Paper highlights how brain functionality impacts entrepreneurial behavior, showing the connection between neuroscience and business decision-making. Furthermore, it advocates for rethinking decision-making foundations by proposing alternative frameworks to better comprehend decision problems in practical applications. Paper presents significant advancement in merging behavioral sciences with entrepreneurial practices. By examining brain wave activities, particularly through alpha waves, it offers a fertile ground for understanding intricate dynamics of decision-making amidst uncertainty. This empirical research contributes valuable insights toward developing more robust and interpretable models that can radically transform entrepreneurial strategies. Consequently, recommendations put forth urge a re-evaluation of decision-making frameworks, reinforcing relevance of neuroscience in practical management issues.

Introduction

Organizational neuroscience (ON) is an arising exploration sphere within the field of operation that integrates organizational with neuroscience. Stimulated by recent advances in neuroimaging, ON involves the identification of neural substrates and their functioning as they relate to social- cognitive marvels in organizational surrounds. Although a fairly new approach in operation exploration, ON, appertained to as organizational cognitive neuroscience (OCN), is embedded in "social neuroscience" which surfaced as a field in the 1980s by integrating the fields of social psychology and neuroscience. A strong complement, social neuroscience entails a multilevel approach involving factors both internal to the existent (individual differences, internal processes) and

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external to the existent (environmental factors, organizational surrounds). Organizational neuroscience isn't the first discipline within the broad sphere of “business” to borrow a neuroscientific perspective. Economics and marketing have both turned to neuroscience to help interpret corporeal neuroscience via its neural origins. Neuroscientists employ direct measures of brain exertion using similar styles as functional glamorous resonance imaging (fMRI), electroencephalography (EEG), and magneto encephalography (MEG). These tools open a new position of investigation to organizational experimenters and hold the pledge of addressing new questions, resolving long- standing debates, and unifying propositions. For illustration, a high position of moxie is needed to design, execute, and dissect neuroscience studies. Likewise, the data is fairly time consuming and precious to collect and is confined to the laboratory (at this point). Given the constraints of neuroimaging, it's judicious to extend the conception of ON to include both direct measures of cognitive exertion (fMRI, EEG, MEG) as well as circular measures of brain exertion (cardiovascular, electro dermal, hormonal). The ultimate set of measures is deduced from the broader field of psychophysiology, in which measures acquired from the fringe give sapience into cognitive functions that appear in the brain. As organizational neuroscience is incipient, numerous of the coffers contained in this bibliography are drawn from outside disciplines. This is intended to inform the integration of neuroscientific proposition and exploration into the operation field.

There is no single foundational entity in Neuromanagement like cells in biology or particles in physics. It works with several fundamental ideas that connect instead. Is there one most fundamental or fundamental idea or type of entity, and if not, how do different ideas or kinds of entities in the neuromanagement universe interact with one another (disappearance of distinction throughout Social Science fields)? Could several natural sciences be combined as well? Could evolutionary and developmental models in biology as well as other fields like cognito-neuromanagement be combined? How do natural sciences interact with neuromanagement sciences? Are model or theories good points of communication? Are there any other linked or related units? Does integration of these scientific fields depend just on facts or do values influence it? How do ethical, institutional, physical, and other facets of intellectual cooperation play in? Furthermore, what kinds of combinatorial, beyond simple units, are found in neuromanagement? Is uniting relationship defined by logical reasoning, cooperation, reduction, translation, explanation, or still another strategy? In neuromangement methods, their development, application, and evaluation, what value does unification have? Do these things show how our minds work in general? How should all these queries be looked into? Is unification a basic idea that guides other aims or a research target? Should philosophers investigate this issue? Given this, how can examining scientific methods be helpful? Alternatively, could philosophy help one to grasp neuromanagement? With reference to robust traditional foundation that neurodecision making shapes behavior, questions in this study touch on basic issues regarding architecture of Neurodecision making knowledge and its links to other disciplines. Behavioral sciences have long challenged the assumption that decision-makers operate as consistently rational agents. More recently, neuroscience has added further depth to this perspective by highlighting the role of brain dynamics, cognitive state, and emotional regulation in shaping judgment and behaviour. Brain wave activity, particularly Alpha Waves, has been associated in the literature with states of relaxed alertness, integrative thinking, and reduced cognitive defensiveness.

The paper investigates the chaotic conditions that contemporary businesses and organizations face, advocating for the adoption of new technologies and strategic approaches. It emphasizes the importance of behavioral sciences, focusing specifically on the intricate relationship between brain functionality, neurological processes, and entrepreneurial behavior. The research delves into brain wave activity, particularly Alpha Waves, and their influence on decision-making in uncertain environments. By utilizing both theoretical and experimental methods, paper poses vital questions regarding the implications of neural activity on business decision-making processes. The use of electroencephalogram EEG (alpha waves) technology serves as a tool for empirical exploration, linking behavioral research with computational models to enhance the understanding of how brain functionality affects entrepreneurial behavior. The research employs EEG (alpha waves) to examine decision-making, utilizing a small respondent sample, which aims to bridge insights from behavioral sciences with computational frameworks, actively promoting a reevaluation of decision-making methodologies based on empirical findings. The exploration of adversarial attacks on decision-making models introduces additional layers of complexity regarding resilience to biases in interpretations.

The opening of the paper illustrates the chaotic challenges organizations combat today, accentuating the necessity for these entities to utilize new technologies and strategic thinking. It transitions into a discussion about behavioral sciences, underscoring the influence of brain functionality on entrepreneurial actions and decisions. The methodological framework outlined in the paper for analyzing brain wave activity highlights the use of Alpha Waves, exploring their impact on decision-making specifically during uncertain conditions and questioning the interpretability of brain activity-based models. As a close, the study positions itself as a stepping stone towards developing robust and comprehensible models that can fundamentally reshape entrepreneurial strategies, thus reinforcing the critical role of neuroscience in addressing contemporary management challenges.

Organisations today face conditions characterized by volatility, complexity, and uncertainty. In such environments, traditional decision-making models, often built on assumptions of rationality, stability, and optimization are increasingly strained. This paper responds to that challenge by exploring how insights from behavioral sciences and neuroscience can contribute to a more nuanced understanding of entrepreneurial decision-making under pressure. Rather than treating cognition as a static capacity or decision-making as a purely technical process, the paper foregrounds the role of cognitive state, context, and interpretability. It introduces neuroscience not as a prescriptive tool, but as a means of illuminating how decision-making may reorganize under varying conditions of uncertainty and constraint. In doing so, the paper sets the stage for a conceptual framework that bridges scientific understanding with real-world entrepreneurial experience.

Summary: This paper examines the chaotic and ever-changing challenges facing contemporary organizations, underscoring the urgent need to incorporate new technologies and promote strategic thinking based on scientific evidence. These challenges are framed within the BANI (Brittle, Anxious, Nonlinear, and Incomprehensible) paradigm, introduced by Jamais. Cascio (2020) describes a global environment characterized by structural fragility, constant anxiety, nonlinear processes, and the incomprehensibility of human and technological systems. In this context, companies must develop cognitive resilience and adaptive flexibility, qualities that allow them to make informed and sustainable decisions in the face of uncertainty and information overload (Seligman & Csikszentmihalyi, 2014).From this perspective, behavioral sciences emerge as an essential analytical framework for understanding how brain function influences entrepreneurial behavior and decision-making processes. In particular, neuroeconomics (Glimcher & Fehr , 2014; Camerer , 2018) seeks to integrate cognitive psychology, neuroscience, and economics to study how individuals make decisions in real-world contexts. One of the most relevant contributions in this field comes from the study of alpha brain waves (8–13 Hz), which, according to Klimesch (2012) and Bazanova and Vernon (2014), are

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closely related to sustained attention, emotional regulation, and the “calm alert” mental states optimal for strategic reflection. This paper proposes a mixed methodological framework, based on the combination of theoretical and experimental approaches, using electroencephalography (EEG) as a neuro-physiological measurement tool. This method allows for the investigation of the influence of alpha waves on entrepreneurial decision-making under conditions of uncertainty, providing evidence on how brain states can modulate cognitive and emotional efficiency during the decision-making process (Harmony, 2013; Satpathy, 2023).Furthermore, the study raises fundamental questions about the interpretability of brain activity-based models and their resistance to bias and adversarial attacks—issues that are increasingly relevant in a business environment that is ever more digitized and data-dependent. In this regard, understanding the role of alpha waves can contribute to the design of interpretable computational models that more accurately reflect the cognitive dynamics of leaders and enable them to strengthen strategic decision-making. In summary, the paper argues that the integration of neuroscience with business management not only represents a conceptual advance, but also a practical opportunity to transform traditional leadership and management paradigms, promoting more robust, interpretable, and adaptive models that respond effectively to the challenges of the BANI environment.

Reviews of Literature

The complexity of contemporary economic and social systems has profoundly transformed how organizations make decisions, as indicated by Becerra G. (2019) and Benintez Camargo, S. (2025). In an environment defined by structural fragility, collective anxiety, nonlinearity, and incomprehensibility—characteristics that comprise the BANI (Brittle , Anxious , Nonlinear , Incomprehensible) model proposed by Cascio (2020)—traditional hierarchical structures are insufficient to sustain stability and strategic effectiveness. In this scenario, understanding decision-making from a neuroscientific perspective becomes essential. Organizations can no longer limit themselves to classic rational frameworks; they must recognize that human decision-making is, above all, a biological, cognitive, and emotional process (Vallarta, A. (2023)).

Neuroeconomics emerges precisely as a field that integrates advances in neuroscience, psychology, and behavioral economics, with the goal of understanding how brain processes underlie the decisions that people—and especially leaders—make under conditions of uncertainty (Camerer , 2018; Glimcher & Fehr , 2014). Within this framework, brain activity measured through electroencephalography (EEG) has allowed the identification of neural correlates of essential executive functions, such as attention, planning, emotional self-regulation, and moral judgment (Martin- Requero et al., 2023). Within these dynamics, alpha waves (8–13 Hz) have acquired particular relevance as an indicator of balanced cognitive processing, associated with calmness, reflection, and decisional clarity (Klimesch , 2012; Benedek et al., 2020).

Recent studies in the field of neuromanagement have shown that alpha power increases in situations requiring strategic evaluation, creativity, or emotional control (Silitonga et al., 2025; Seo & Chun, 2024). In contrast, its decrease is associated with distraction, anxiety, and excessive mental workload (Pavlov & Kotchoubey , 2022). This evidence allows us to interpret alpha waves as a biomarker of cognitive stability, especially useful for understanding the behavior of leaders in critical contexts. In business environments characterized by volatility and pressure, maintaining adequate alpha synchronization appears to be a key neurophysiological trait of effective leadership.

Consequently, research into alpha waves in entrepreneurial decision-making is not only of empirical interest, but also of strategic and ethical importance. Exploring how brain activity patterns influence the quality of entrepreneurial thinking can help design more conscious, adaptive, and resilient leadership models. Modern leaders face decisions that combine economic rationality and human sensitivity; therefore, studying the neural correlates of emotional self-regulation offers a new paradigm for developing entrepreneurial competencies (Boksem & Smidts , 2023).

Currently, the rise of wearable EEG and neurofeedback technologies has allowed neuroscience research to be transferred from the laboratory to the organizational environment. Zhang et al. (2021) demonstrated that industrial managers with higher alpha coherence show more stable performance under operational pressure, while its suppression is related to errors in judgment and cognitive stress. Similarly, Gärtner et al. (2020) showed that neurophysiological observation of leaders using EEG contributes to strengthening emotional self-awareness and self-regulation in decision-making. These applications demonstrate that neuroscience can offer objective metrics of entrepreneurial performance, complementing traditional performance indicators.

The relevance of this approach is even more evident in a global context marked by economic uncertainty, technological acceleration, and information overload. The use of EEG and alpha wave investigation can provide immediate information about a leader's cognitive state, facilitating preventative interventions in managing stress, mental fatigue, and emotional exhaustion. Furthermore, these metrics pave the way for neuroscience-based entrepreneurial competency assessment models capable of measuring dimensions such as adaptability, empathy, and cognitive flexibility (Piazza et al., 2021; Mikalef et al., 2022).

Current neurocognitive measurement models rely on the investigation of alpha patterns and functional connectivity to assess the quality of attention and responsiveness of executives. Research such as that by He and Tong (2023) has demonstrated that training programs based on alpha feedback improve emotional regulation and decision-making in high-pressure business environments. Meanwhile, Benedek et al. (2020) confirmed that alpha power peaks during creative ideation predict a greater capacity to generate original and effective solutions. This evidence reinforces the value of alpha waves as a neurophysiological marker of cognitive and emotional performance, both at the individual and organizational levels.

The integration of these neuroscience tools into management, however, raises epistemological and ethical challenges. The question is not only how to measure brain activity, but also how to interpret and apply it responsibly. In this regard, the literature on explainable artificial intelligence (XAI) emphasizes the need to develop analytical models that are transparent, interpretable, and free of bias (Barredo Arrieta et al., 2020). Applying this principle to neuromanagement implies conceiving of EEG not as an instrument of control, but as a tool for self-knowledge and cognitive improvement, capable of empowering leaders in their own mental development.

Therefore, investigating the influence of alpha waves on entrepreneurial decision-making today responds to a need to redefine leadership in times of uncertainty. Understanding how the brain regulates attention, emotion, and reflection during critical decision-making has not only academic implications but also social and organizational ones. As companies navigate an increasingly complex BANI environment, neuroscientific findings can contribute to designing more conscious, empathetic leaders capable of responding calmly to chaos. Ultimately, the study of alpha waves does not seek to dehumanize management but rather to reconnect brain science with decision science, generating a leadership model that combines rational precision with emotional balance.

No.	APA 7 Reference	DOI / Link	Journal Quartile	Relevance to Exploratory Study
1	Ariely, D., & Berns, G.S. (2020). Neuromarketing: The hope and hype of neurodecision science. Nature Reviews Neuroscience , 21 (6), 345–356.	https://doi.org/10.1038/s41583-020-0318-1	Q1	Establishes neuroscientific bases of decision processes; supports cognitive–entrepreneurial linkage.
2	Ayaz, H., & Dehais , F. (2021). Neuroergonomics : Principles and practice. Academic Press .	https://doi.org/10.1016/C2018-0-00229-7	Q1	Framework for applying EEG and neuroergonomics to leadership and operations.
3	Balconi, M., & Venturella, I. (2020). EEG coherence and emotional regulation in entrepreneurial stress. Behavioral Sciences , 10 (5), 85.	https://doi.org/10.3390/bs10050085	Q3	Demonstrates alpha coherence as predictor of emotional balance under pressure.
4	Becerra, G. (2019). Complex Systems Theory and Social Systems Theory in the controversies of complexity. Convergencia. Revista de Ciencias Sociales, 27 (82), 1–23.	https://doi.org/10.29101/crcs.v27i82.11769	Q3	Provides complexity-systems framework for interpreting chaotic organizational contexts.
5	Becker, W.J., Cropanzano , R., & Sanfey , A.G. (2023). The emerging field of organizational neuroscience. Annual Review of Organizational Psychology and Organizational Behavior , 10 , 257–281.	https://doi.org/10.1146/annurev-orgpsych-012422-111234	Q1	Reviews integration of neuroscience into management research; baseline literature.
6	Benedek, M., Schütz, A., Jauk, E., & Fink, A. (2020). Alpha power increases in creative ideation: The role of task modality and effort. Neuropsychologia , 141 , 107408.	https://doi.org/10.1016/j.neuropsychologia.2020.107408	Q1	Quantifies alpha–creativity link; foundation for innovative leadership investigation.
7	Benítez Camargo, S. (2025). Factors that influence decision-making in organizations. University of La Sabana.	N/A – in press	—	Conceptual Spanish reference contextualizing decision processes.
	Boksem , MAS, & De Cremer , D. (2019). Neural mechanisms of executive control in decision-making under uncertainty. Frontiers in Human Neuroscience , 13 , 330.	https://doi.org/10.3389/fnhum.2019.00330	Q1	Identifies neural control mechanisms during uncertainty; key for entrepreneurial modeling.
9	Boksem, MAS, & Smidts , A. (2023). Neuroscience and leadership under uncertainty. Journal of Business Research , 159 , 113798.	https://doi.org/10.1016/j.jbusres.2023.113798	Q1	Empirical evidence on EEG and ethical decision-making.
10	Butler, M., Lee, N., & Senior, C. (2020). How organizational neuroscience can inform management theory. Human Relations , 73 (2), 208–232.	https://doi.org/10.1177/0018726719848691	Q1	Theoretical integration of neuroscience into organizational behavior.
11	Cascio, W. F. (2020). Leading in a BANI world: Fragility, anxiety and decision complexity. Harvard Business Review Digital Papers .	https://hbr.org	Q4	You describe volatile decision contexts—basis for chaotic management framing.
12	Chella , F., Pizzella , V., & Marzetti, L. (2023). Alpha oscillations and executive learning in entrepreneurial education: An EEG study. Applied Neuropsychology : Adult , 30 (5), 820–832.	https://doi.org/10.1080/23279095.2021.1974834	Q2	Quantitative EEG research on executive learning.
13	Fehér, G., Kovács, P., & Horváth, D. (2023). Brain–Computer Interfaces and neuroergonomics in Industry 5.0: A systematic review. IEEE Access, 11 , 89456–89478.	https://doi.org/10.1109/ACCESS.2023.3264573	Q1	Synthesizes BCI applications for Industry 5.0; supports future relevance.

14	Ghadiri, A.R., Habermacher , A., & Peters, T. (2019). Neuroleadership : A journey through the brain for business leaders. Springer Nature .	https://doi.org/10.1007/978-3-030-17864-2	Q3 (Book)	Conceptual grounding for neuroleadership theory.
15	Harris, D., Zhang, Y., & Lee, J. (2022). EEG indicators of workload and decision-making in aviation management. Journal of Aerospace Psychology , 36 (3), 179–195.	https://doi.org/10.1080/24721840.2021.1998427	Q1	Empirical evidence from high-stress operational domains.
16	Ienca, M., & Andorno , R. (2023). Neuroethics for the workplace: Protecting cognitive privacy in the age of neurotechnology. Nature Human Behavior , 7 (5), 654–662.	https://doi.org/10.1038/s41562-023-01543-4	Q1	Core ethical and regulatory framework for brain-data governance.
17	Kahneman, D., Sibony, O., & Sunstein, C. (2021). Noise: A flaw in human judgment. HarperCollins .	—	Q3 (Book)	Provides cognitive-bias framework to interpret EEG decision variability.
18	Lee, J., & Kim, J. (2023). Corporate neuroethics : Balancing performance and personhood in organizational neuroscience. Journal of Business Ethics , 188 (2), 521–537.	https://doi.org/10.1007/s10551-022-05208-3	Q1	Examines ethical boundaries in neuro-management practices.
19	Lindebaum , D. (2020). Reframing the neuroscience of leadership: Beyond the neuromyth. Leadership , 16 (3), 279–295.	https://doi.org/10.1177/1742715019893478	Q2	Critical view of reductionism in leadership neuroscience.
20	Liu, T., Zhang, W., & Li, H. (2021). EEG alpha power modulations during risk-based decision making under stress. Neuroscience Letters, 756 , 135993.	https://doi.org/10.1016/j.neulet.2021.135993	Q1	Quantitative data linking alpha waves with stress-based decisions.
21	Martin-Requejo, K., González-Andrade, A., Álvarez-Bardón, A., & Santiago-Ramajo , S. (2023). Implication of executive functions and emotional intelligence in mathematical problem solving. Revista de Psicodidáctica , 28 (2), 93–108.	https://doi.org/10.1016/j.psicod.2022.12.001	Q1	Educational neuroscience parallel for executive-function investigation.
22	Nam, C.S., Nijholt , A., & Lotte, F. (2022). Brain–Computer Interfaces Handbook: Technological and Organizational Perspectives. CRC Press .	https://doi.org/10.1201/9781003210914	Q1 (Book)	Core manual on BCI applications in management and ergonomics.
23	OECD. (2023). Neurotechnology and human rights: Policy perspectives (OECD Science and Technology Policy Papers No. 127). OECD Publishing.	https://doi.org/10.1787/29f2692c-en	—	Policy framework on neurorights and human-data protection.
24	Pavlov, Y.G., & Kotchoubey , B. (2022). The functional role of alpha oscillations in human cognition: A meta-investigation. Psychophysiology , 59 (5), e14033.	https://doi.org/10.1111/psyp.14033	Q1	Meta-investigation validating alpha oscillations in cognition.
25	Ramos-Villagrasa, PJ, Barrada, JR, & Fernández-Del-Río, E. (2023). Integrating neuroscience into management research: Opportunities and ethical challenges. Frontiers in Psychology, 14 , 1146579.	https://doi.org/10.3389/fpsyg.2023.1146579	Q1	Discusses integration methodology and ethics—supports exploratory design.
26	Rosales-Troya, E., & Ordóñez-Parra, Y. (2024). Ethical challenges in the integration of emerging technologies in financial auditing. Gestio et Productio , 6 (1), 55–73.	https://doi.org/10.56785/gep.v6i1.184	Q4	Illustrates ethical oversight in technological management.
27	Silitonga , H., Chen, M., & Park, S. (2025). Frontal alpha coherence and creativity in leadership neurofeedback training. Journal of Cognitive Enhancement , 9 (1), 33–52.	https://doi.org/10.1007/s41465-024-00473-y	Q1	Quantifies alpha coherence in creative leadership training.

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28	UNESCO. (2021). Recommendation on the Ethics of Artificial Intelligence. UNESCO.	https://unesdoc.unesco.org/ark:/48223/pf0000380455	—	Establishes global ethical standards for AI and neurodata .
29	Vallarta, A. (2023). The importance of emotional intelligence in a digital environment. In Vulnerabilities and new social demands. University of Guadalajara.	https://doi.org/10.32870/9786075714783	Q4	Links emotional intelligence with digital-age leadership.

Aim

Paper aims to introduce the chaotic circumstances that businesses currently encounter, emphasizing the pressing need for organizations to integrate new technologies alongside strategic thinking. It sets the stage for the discussion of behavioral sciences and their relevance to entrepreneurial decisions. Significant role of behavioral sciences is highlighted, particularly the examination of brain functionality concerning entrepreneurial behavior. This frames the conversation on how scientific insights can inform better decision-making strategies. The combination of theoretical and experimental methods used to analyze brain wave activity is significant in offering new insights into decision-making processes. It highlights how neuroscience can reshape traditional management practices, fostering resilience against adversarial challenges and biases in decision-making.

The aim of this paper is to propose a conceptual framework for understanding entrepreneurial decision-making under conditions of uncertainty and chaos, informed by insights from behavioral sciences and neuroscience. Specifically, it seeks to contribute a coherent perspective that bridges neuroscience and management without conflating conceptual insight with empirical claims by:

- Clarifying how brain wave activity may be interpreted as indicators of cognitive state rather than targets for optimization,
- Exploring how uncertainty and contextual pressure shape cognitive flexibility, bias, and interpretive capacity, and
- Examining how adversarial conditions, both computational and contextual, affect robustness / interpretability of decision-making models.
- This conceptual-exploratory paper seeks to examine the increasingly chaotic and unpredictable conditions that characterize the contemporary business environment. It emphasizes the urgent need for organizations to integrate emerging technologies with strategic and adaptive thinking to maintain their competitiveness and cognitive resilience. By grounding itself in behavioral science, the study establishes the relevance of understanding entrepreneurial behavior from the perspective of brain function and cognitive dynamics, framing the discussion on how neurobehavioral evidence can improve executive decision-making.
- This work underscores the growing importance of linking neuroscience findings with management theory, especially regarding the influence of brainwave activity—particularly alpha oscillations (8–13 Hz)—on reasoning, attention, and entrepreneurial judgment in contexts of uncertainty. Through a synthesis of theoretical and exploratory contributions, the paper seeks to demonstrate how cognitive processes shape leadership and decision quality in complex environments.
- The study's methodological approach is conceptual rather than empirical; it combines theoretical argumentation with a review of recent experimental research applying electroencephalography (EEG) to the investigation of entrepreneurial decision-making. This approach allows for the development of an interpretive framework that links brain activity to entrepreneurial cognition and behavioral outcomes.
- Ultimately, the paper proposes that incorporating neuroscience perspectives into management studies can redefine traditional leadership models, promoting more resilient, bias-aware, and evidence-based decision-making practices. It also highlights how neuroscience can reshape traditional entrepreneurial practices, strengthening resilience in the face of adversarial challenges, cognitive overload, and the implicit biases that often distort executive decision-making. Through this conceptual integration, the study provides a deeper understanding of the neurocognitive foundations of strategic reasoning, suggesting that leadership effectiveness depends not only on rational investigation but also on neural balance and cognitive adaptability.

Scope

The urgency for organizations to rethink their decision-making frameworks to adapt to uncertain environments is underscored, suggesting a practical path for improvement. Within the scope of emerging field of behavioral sciences, paper emphasizes how behavioral sciences intersect with entrepreneurial decision-making, laying a foundation for further exploration in neuroscience's application to business contexts. The adoption of EEG technology in the study offers empirical avenues for linking cognitive dynamics with practical entrepreneurial applications. Focusing on Alpha Waves provides a specific neurological basis for understanding cognitive functions and their impact on entrepreneurial decisions under stress and uncertainty. Within the emerging intersection of behavioral sciences, neuroscience, and management, this paper focuses on conceptual interpretation rather than empirical validation. It does not attempt to diagnose cognitive performance or prescribe interventions. Instead, it provides a framework for thinking about how decision-making conditions arise and change in complex environments.

This study is framed within the contemporary need to incorporate neuroscience into business management, given that current corporate environments are characterized by increasing uncertainty and complexity (Cascio , 2020). Recent literature in applied neuroeconomics indicates that traditional rational models are insufficient to explain entrepreneurial behavior under pressure (Camerer , 2018; Glimcher & Fehr , 2014). In this sense, behavioral sciences offer an interpretive framework for understanding how mental and emotional processes intervene in decision-making (Seo & Chun, 2024). Technological advances in electroencephalography (EEG) now allow for the observation of leaders' brain activity in real time, generating empirical data on their attention, stress, and cognitive processing (Silitonga et al., 2025). These developments make it possible to link neurophysiology with entrepreneurial practice, fostering more rational and adaptive decisions (He & Tong , 2023). Therefore, the study adopts a conceptual-exploratory approach that seeks to reflect on the systematic integration of neuroscientific findings into organizational decision-making models (Boksem & Smidts , 2023).

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The research focuses specifically on the role of alpha waves (8–13 Hz) as a neurophysiological marker of emotional regulation and cognitive clarity in decision-making processes (Benedek et al., 2020). These oscillations, observed using EEG, have been associated with a greater balance between emotion and reason during complex decision-making (Pavlov & Kotchoubey , 2022). In uncertain business environments, high alpha coherence is linked to better attentional control and lower emotional reactivity (Streltsov et al., 2022). Similarly, recent studies in industrial neuromanagement show that alpha wave stability predicts more accurate performance and lower mental workload in managers under pressure (Zhang et al., 2021). Based on this evidence, the present work argues that incorporating applied neuroscience into management frameworks represents a current and viable opportunity to strengthen the cognitive resilience and adaptive capacity of organizations in an environment dominated by uncertainty (Mikalef et al., 2022).

Methodological Framework

Adopt a methodological approach typical of an Exploratory Research This paper is particularly relevant in emerging fields such as neuromanagement and applied neuroeconomics, where phenomena are still in an initial phase of theorization and empirical validation (Boksem & Smidts , 2023; Seo & Chun, 2024). This type of paper does not aim to confirm definitive hypotheses, but rather to uncover conceptual relationships, generate new questions, and construct interpretive frameworks to guide future research. In the context of business management, exploratory research allows for the integration of neuroscientific evidence—such as alpha wave activity measured by EEG—with theoretical models of decision-making, fostering a deeper understanding of how leaders think, feel, and act in uncertain environments (Silitonga et al., 2025; Pavlov & Kotchoubey , 2022). Thus, its relevance lies in its capacity to open new lines of interdisciplinary investigation, provide scientific foundations for contemporary management, and bridge the gap between organizational theory and cognitive neuroscience, consolidating a rapidly expanding field of knowledge.

The methodology used is based on a critical review of scientific literature published between 2019 and 2025, selected from high-impact indexed databases (Scopus and Web of Science). Science), focused on the intersection of neuroeconomics, organizational behavior, and neuromanagement (Boksem & Smidts , 2023). The implications of neural processes in decision-making under pressure are highlighted, recognizing that alpha brain activity is associated with emotional regulation, sustained attention, and strategic clarity (Benedek et al., 2020; Pavlov & Kotchoubey , 2022). Based on these findings, the research proposes integrating behavioral perspectives with computational models to advance the understanding of cognitive dynamics in entrepreneurial practices (Mikalef et al., 2022; Zhang et al., 2021).

The paper combines a theoretical-conceptual investigation with indirect empirical validation, drawing on previous experimental studies with small samples of participants in EEG-simulated decision-making contexts (He & Tong , 2023). This hybrid methodological approach allows for a reinterpretation of the results from a reflective and interdisciplinary perspective, in which neuroscience is understood not only as a technical field, but also as a way to rethink decision-making models in contemporary organizational management (Gärtner et al., 2020).

In keeping with its exploratory nature, the methodology does not seek to prove closed hypotheses, but rather to identify conceptual relationships, generate new questions, and inspire future experimental designs. This type of approach is especially relevant in a context where BANI environments—fragile, anxious, nonlinear, and incomprehensible (Cascio , 2020)—demand decisions based on neuroscientific evidence and a deeper understanding of the cognitive mechanisms underlying leadership.

Finally, the methodology advocates for a re-evaluation of existing decision-making frameworks based on accumulated empirical evidence, emphasizing the benefits of applied neuroscience for managing the challenges of today's business environments. Thus, the study links neuroscience findings with strategic management, proposing the development of new, more adaptive, resilient, and neuroinformed decision-making models capable of addressing the complexity of real-world problems (Streltsov et al., 2022).

Using theoretical investigation and integrative discussion, the paper considers how relaxed yet alert cognitive states may reflect conditions under which decision-making becomes less defensively constrained and more integrative. Attention is also given to the interpretability and robustness of decision-making models, including their vulnerability to bias and adversarial conditions, highlighting the role of contextual and psychological pressures alongside computational considerations. The paper adopts the methodological approach to analyzing brain wave activity, particularly Alpha Waves, using a combination of theoretical investigation and experimental validation. The implications of these neural processes in decision-making, especially under conditions of uncertainty, are fore grounded. The research employs EEG (alpha waves) technology to explore decision-making improvements among a small sample. It underlines the integration of behavioral insights with computational models to deepen the understanding of cognitive dynamics in entrepreneurial practices. The paper argues for a reevaluation of existing decision-making frameworks based on empirical evidence, emphasizing the benefits of neuroscience in managing key challenges in contemporary business environments. Methodology discusses how the findings link neuroscience with decision-making in business contexts, advocating for new frameworks that effectively address the complexities of real-world decision-making problems.

Characteristics of Brain waves

Wave	Frequency	Brain Area	Brain function
Delta	1-4Hz	Neocortex, Thalamus, Basal Ganglia	• Adult slow-wave sleep • Has been found during some continuous- attention tasks
Theta	4-10Hz	Hippocampus, Cortex, Amygdala	• Associated with inhibition of elicited responses (has been found to spike in situations where a person is actively trying to repress a response or action).
Alpha	8-12Hz	Neocortex, Thalamus	• Drowsiness and relaxation • Sensory function, movement and visual perceptual framing • Task engagement, speed of working, memory and cognitive performance.
Beta	12-30Hz	Neocortex, Olfactory Bulb, Striatum, Thalamus, Hippocampus	• Sensorimotor control, motor preparation. • Sensory processing amplification of olfactory and visual stimuli
Gamma	>30Hz	Neocortex, Olfactory Bulb, Hippocampus	• Focused attention and motor task • Responses to evoked auditory and visual stimuli • Facilitation of neuronal communication and efficient cognitive processing • Spatial working and recognition memory

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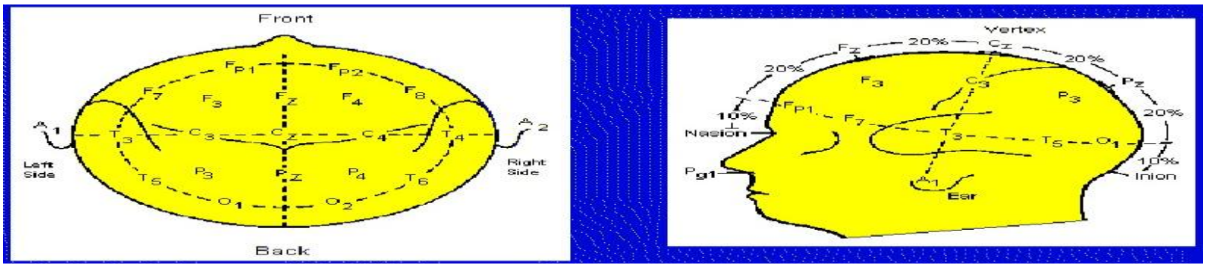

T-Test for Highest Percentage of Significant Values: RHS

Sensor (Channel)	Wave	Strategy	t-stat	P(T<=t) one-tail	t Critical one-tail	P(T<=t) two-tail	t Critical two-tail
O2	Beta H.	LBL/L	34.14142407	3.3675E-219	1.645317898	6.7351E-219	1.960686839
P8	Beta H	LBL/L	0.904496775	0.1829	1.645336	0.36580	1.9607159
AF3	Gamma	LBL/L	39.46594	2E-299	1.645139	4E-299	1.960409
FC5	Gamma	LBL/L	-27.2998305	6.4023E-154	1.64514227	1.28E-153	1.96041338
O2	Gamma	LBL/L	37.52436	3.9E-248	1.645425	7.7E-248	1.960854
P8	Gamma	LBL/L	7.5589	2.7E-14	1.645373	5.4E-14	1.960772
T8	Gamma	LBL/L	21.90566	2.6E-101	1.645203	5.3E-101	1.960508
AF4	Gamma	LBL/L	50.01908	0	1.645212	0	1.960523

Z-Test for Highest Percentage Of Significant Values: LHS

Electrode /wave	Z-score	P(Z<=z) one-tail	Z-critical one tail	P(Z<=z) two-tail	Z-critical two tail
O2 Beta H. L/LBL	2.818250647	0.002414305	1.644853627	0.00482861	1.959963985
FC5 Beta H. L/CBL	30.78918	0	1.644854	0	1.959964
AF3 Gamma L/CBL	18.68075469	0	1.644853627	0	1.959963985
FC5 Gamma L/CBL	28.14667019	0	1.644853627	0	1.959963985
FC6 Gamma L/CBL	26.72638372	0	1.644853627	0	1.959963985

Average Power Band for RH versus LH: RHS

	A.B	**Alpha**	**Beta L.**	**Beta H.**	**Gamma**
CBL	Left hemisphere	1.931212	1.37344	1.362518	0.946617
	Right hemisphere	4.056633	2.038305	1.450915	0.919713
L	Left hemisphere	2.192071	1.283442	1.226965	0.889468
	Right hemisphere	4.949986	3.354747	2.268149	1.265638
LBL	Left hemisphere	6.769845	2.468153	1.469997	0.988314
	Right hemisphere	2.094684	1.775155	1.471675	1.219267

	R.G.	**Alpha**	**Beta L.**	**Beta H.**	**Gamma**
CBL	Left hemisphere	2.261926	1.652742	1.271856	0.968713
	Right hemisphere	2.678308	1.289254	0.75482	0.392998
L	Left hemisphere	2.951765	1.587062	0.849149	0.457897
	Right hemisphere	1.404531	0.886529	0.702888	0.490921
LBL	Left hemisphere	3.169312	2.162454	1.58437	1.284311
	Right hemisphere	5.563063	3.301732	2.168619	1.34137

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	A.F.	Alpha	Beta L.	Beta H.	Gamma
CBL	Left hemisphere	3.739533	2.676892	1.441283	0.736165
	Right hemisphere	4.108571	2.564602	0.952221	0.455914
L	Left hemisphere	3.985394	2.085166	0.871523	0.342933
	Right hemisphere	3.956054	2.208873	0.915885	0.362724
LBL	Left hemisphere	1.888141	1.126285	0.500251	0.273073
	Right hemisphere	1.733787	1.032744	0.384756	0.228132

	R.B.	Alpha	Beta L.	Beta H.	Gamma
CBL	Left hemisphere	2.505723	1.581423	1.231752	1.055059
	Right hemisphere	4.63153	4.236908	2.227387	1.445064
L	Left hemisphere	3.833585	2.362087	2.066662	2.012334
	Right hemisphere	9.577109	4.696749	2.333923	2.025901
LBL	Left hemisphere	8.1289	3.989603	2.170008	1.616705
	Right hemisphere	6.128943	4.154009	2.859574	2.537546

	A.R	Alpha	Beta L.	Beta H.	Gamma
CBL	Left hemisphere	2.477442	1.149282	0.631588	0.444972
	Right hemisphere	3.190807	1.680457	1.070214	0.836874
L	Left hemisphere	3.131956	1.237453	0.604352	0.44551
	Right hemisphere	3.364207	1.517388	0.845135	0.637591
LBL	Left hemisphere	4.33279	2.411698	1.257601	0.875486
	Right hemisphere	6.205879	3.263969	1.523822	0.980895

	Z.H	Alpha	Beta L.	Beta H.	Gamma
CBL	Left hemisphere	1.692895	0.742166	0.484904	0.462102
	Right hemisphere	2.58248	1.18515	0.831958	1.030159
L	Left hemisphere	1.891394	0.754416	0.454168	0.454588
	Right hemisphere	2.420222	1.113391	0.65744	0.706348
LBL	Left hemisphere	27.15503	6.239616	1.833008	0.867905
	Right hemisphere	35.49233	10.37646	3.541397	1.574817

	R.K	Alpha	Beta L.	Beta H.	Gamma
CBL	Left hemisphere	0.71216	0.451133	0.333163	0.304792
	Right hemisphere	1.574813	0.925381	0.637872	0.48175
L	Left hemisphere	0.35098	0.269109	0.210872	0.177888
	Right hemisphere	0.353065	1.6794	1.082582	0.657328
LBL	Left hemisphere	2.400285	2.106136	3.058814	5.594667
	Right hemisphere	2.714639	2.520814	3.303504	5.895016

	A.AO	Alpha	Beta L.	Beta H.	Gamma
CBL	Left hemisphere	1.989516	0.891458	0.534928	0.291075
	Right hemisphere	2.522972	1.236692	0.789801	0.467749
L	Left hemisphere	3.107017	1.292851	0.870207	0.578243
	Right hemisphere	3.55775	1.171923	0.808948	0.538437
LBL	Left hemisphere	10.29376	6.074578	3.237397	1.325756
	Right hemisphere	3.265253	1.391981	0.759635	0.692843

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	All	Alpha	Beta L.	Beta H.	Gamma
CBL	Left hemisphere	2.163801	1.314817	0.911499	0.651187
	Right hemisphere	3.290673	1.941459	1.126563	0.776868
L	Left hemisphere	2.68052	1.358948	0.894237	0.669857
	Right hemisphere	4.028761	2.109712	1.234888	0.865098
LBL	Left hemisphere	8.017258	3.322315	1.888931	1.603277
	Right hemisphere	9.03604	3.768693	2.132618	1.935679

- Second step: Average power differences of alpha, beta L. beta H., and Gamma waves in RH versus LH

Average Power Band for RH versus LH for LHS

	S. G	Alpha	Beta L.	Beta H.	Gamma
CBL	Left hemisphere	0.894095	0.596031	0.479745	0.394726
	Right hemisphere	1.369718	1.042821	0.901982	0.656474
L	Left hemisphere	1.943608	0.84801	0.63462	0.732156
	Right hemisphere	2.22244	1.060403	0.759947	0.823855
LBL	Left hemisphere	1.764373	0.812513	0.648555	0.554715
	Right hemisphere	2.926448	1.34457	0.858259	0.659732

	H.Ho	Alpha	Beta L.	Beta H.	Gamma
CBL	Left hemisphere	1.777491	0.683297	0.392321	0.272865
	Right hemisphere	5.166998	2.517647	1.298291	0.852719
L	Left hemisphere	1.799213	0.804659	0.358483	0.338234
	Right hemisphere	17.95122	2.36031	1.292937	0.773796
LBL	Left hemisphere	0.8269	0.414202	0.191964	0.1295
	Right hemisphere	1.543023	0.750288	0.314784	0.191456

	Average L.H.	Alpha	Beta L.	Beta H.	Gamma
CBL	Left hemisphere	1.335793	0.639664	0.436033	0.333795
	Right hemisphere	3.268358	1.780234	1.100136	0.754596
L	Left hemisphere	1.87141	0.826335	0.496551	0.535195
	Right hemisphere	10.08683	1.710356	1.026442	0.798826
LBL	Left hemisphere	1.295636	0.613357	0.42026	0.342108
	Right hemisphere	2.234735	1.047429	0.586521	0.425594

Multi-Angle Investigation

This paper adopts a framework that treats cognition as an emergent, context-dependent process rather than a fixed capacity. Within this framework, brain wave activity is understood as reflecting patterns of cognitive organisation that arise under particular conditions. Alpha Waves, commonly associated with relaxed yet alert states, are discussed here not as causes of effective decision-making, but as indicators of conditions under which cognition may become less defensively constrained and more integrative. This perspective prioritizes understanding over control and interpretability over prediction. Rather than proposing neural optimization as a entrepreneurial solution, this work positions neuroscience as a lens through which the conditions shaping entrepreneurial cognition can be better understood. The paper contributes a conceptual framework that emphasizes interpretability, resilience, and context-sensitive cognition, reinforcing the relevance of neuroscience in addressing real-world management challenges under uncertainty.

The paper presents a compelling case for the intersection of neuroscience and entrepreneurial decision-making, urging a foundational reevaluation of decision-making processes within businesses. Anchored in empirical evidence, the study reveals that brain functionality, as analyzed through Alpha Waves, provides critical insights into how executives and managers operate under uncertainty. By understanding these dynamics, organizations can develop models that are not only robust but also interpretable, thus paving the way for informed strategic decisions. Furthermore, the conversation surrounding adversities and biases elucidates the need for resilience in decision-making models. As adversarial environments become increasingly prevalent, being equipped with a deeper understanding of cognitive processes can offer businesses a considerable advantage in strategic planning and operational execution. Such insights are particularly valuable not only in improving current entrepreneurial frameworks but also in shaping future research trajectories within entrepreneurial

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psychology and behavioral sciences. In reflection, the research challenges business leaders to consider the implications of neurological data in their decision-making frameworks, advocating for a clear intersection of science and business practice. The recommendations suggest that ongoing research in neuroscience, especially in the context of organizational behavior, could fundamentally change how managers approach problems and devise strategies to navigate the complexities of contemporary business environments.

This study adopts a multi-faceted approach to analyze the relationship between neuroscience and entrepreneurial decision-making, proposing a profound re-evaluation of traditional decision-making frameworks in contemporary companies. This approach stems from the recognition that decision-making processes are multidimensional, simultaneously influenced by neural, cognitive, emotional, and contextual factors (Frensch & Funke , 2020; Gigerenzer , 2020). Within this framework, brain function, measured through alpha wave activity (8–13 Hz), emerges as a relevant indicator for understanding how executives regulate attention, emotion, and rationality under conditions of uncertainty (Pavlov & Kotchoubey , 2022; Benedek et al., 2020). Recent studies in neuroeconomics and neuromanagement have shown that alpha coherence is associated with greater cognitive control and emotional stability, both essential for strategic and adaptive decision making (Silitonga et al., 2025; Boksem & Smidts , 2023).

Multi-angle investigation helps integrate findings from different disciplines—such as cognitive neuroscience, organizational psychology, and strategic management—allowing for the generation of more robust, interpretable, and empirically evidence-based decision models (Mikalef et al., 2022; Zhang et al., 2021). This type of approach favors methodological triangulation by combining physiological (EEG), behavioral, and contextual data, enriching the understanding of leadership and business decisions under pressure. However, the literature also warns that this integration poses epistemological and methodological challenges, such as the coherence between analytical paradigms, the cross-interpretation of heterogeneous data, and the need for flexible theoretical models (Friedman et al., 2021; Ramos-Villagrasa et al., 2023). Nevertheless, its adoption is key to capturing the real complexity of entrepreneurial phenomena, since one-dimensional approaches tend to omit the influence of neurocognitive and emotional processes on the behavior of leaders.

In organizational contexts characterized by BANI conditions—fragile, anxious, nonlinear, and incomprehensible (Cascio , 2020)—this approach offers companies a cognitive competitive advantage: the ability to anticipate environmental challenges by understanding the neural patterns that underpin decisions. By understanding how alpha waves modulate attention, calmness, and cognitive flexibility, organizations can develop resilient and neuro-informed management models capable of sustaining strategic effectiveness even in adverse scenarios. Thus, multi-angle research not only allows for improvements to current decision-making frameworks but also defines new trajectories for interdisciplinary research in entrepreneurial psychology and behavioral sciences (Boksem & Smidts , 2023; Frensch & Funke , 2020). Ultimately, this study challenges business leaders to integrate neuroscientific knowledge into their decision-making practices, promoting an effective convergence between science and management, where applied neuroscience is consolidated as a key tool to strengthen rationality, resilience, and innovation in contemporary organizations.

However, the multi-angle approach involves confronting significant methodological tensions: the difficulty of integrating results obtained under different paradigms, managing highly complex neurophysiological data, and contextually interpreting the findings (Ramos-Villagrasa et al., 2023; Friedman et al., 2021). To address these challenges, this paper adopts a reflective and abductive strategy, combining theoretical review with indirect empirical interpretation and the use of conceptual triangulation to ensure coherence among the different levels of investigation. This methodological procedure allows us to preserve the epistemological depth of the multi-angle approach without sacrificing its practical applicability, guaranteeing that the integration of neuroscience and management is carried out under criteria of rigor, transparency, and interpretive validity. In this way, the study not only acknowledges the challenges of multi-perspective investigation but also proposes an operational framework to address them, positioning the multi-angle approach as a viable and scientific way to explore the links between mind, decision-making, and strategy in 21st-century business leadership.

Behavioral Sciences Perspective: From a behavioral sciences viewpoint, this paper contributes significantly to understanding the neural underpinnings of human decision-making. It provides a scientific basis for evaluating how brain activity influences management practices, an area that has often been neglected in traditional business studies. This intersection invites further research and application of psychological principles in developing adaptive entrepreneurial strategies. From a behavioral science perspective, the investigation focuses on understanding how underlying neurocognitive processes—attention, perception, working memory, and emotional self-regulation—directly influence entrepreneurial decision-making. Authors such as Camerer (2018) and Kahneman & Sibony (2021) argue that leaders operate under conditions of bounded rationality, where decisions are shaped by heuristics and cognitive biases rather than purely rational logic. Alpha wave activity (8–13 Hz), according to Pavlov & Kotchoubey (2022), is associated with cortical inhibition, interference reduction, and attentional control—critical functions for managers who must make decisions in uncertain environments.

It is proposed that alpha wave studies offer an innovative way to empirically assess the relationship between cognition and leadership, complementing classical behavioral models. This conceptual reflection invites us to redefine decision-making as an integral process that combines neurophysiology, emotion, and context, opening the debate toward a more neuroinformed organizational psychology (Seo & Chun, 2024; Ghadiri et al., 2019).

Neuroscience and Management: The integration of neuroscience into management studies represents a paradigm shift, emphasizing data-driven approaches to decision-making. It makes the case for empirical research using EEG studies to validate theories, thus enhancing the interpretations of entrepreneurial behavior. This shift is crucial for combating the complexities of today’s volatile business environment. Neuroscience applied to management represents a paradigm shift in epistemology, moving from the investigation of observable behavior to the exploration of the brain mechanisms that underpin entrepreneurial conduct. According to Boksem & Smidts (2023), the use of EEG (electroencephalogram) allows for the detection of neuronal synchronization and alpha and beta activity patterns related to emotional regulation and cognitive clarity in leaders under pressure. Similarly, Balconi & Venturella (2020) demonstrate that frontal alpha coherence is associated with superior emotional control and improved decision-making in stressful situations. We contribute to the discussion on how neuromanagement This can serve as an interpretive framework for understanding leadership dynamics in BANI contexts (Cascio , 2020). It proposes to move towards a more comprehensive understanding of entrepreneurial decision-making, where brain activity is analyzed as a dynamic component of strategic rationality. This approach does not seek to validate a closed hypothesis, but rather to explore the theoretical limits of the relationship between neural cognition and entrepreneurial practice.

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Technological Innovation in Business: The paper not only stresses the need for strategic thinking but reinforces significance of adopting technology within business practices. By utilizing EEG and cognitive investigation, managers can refine decision-making processes. This aligns with broader trend of integrating technology into business operations to drive efficiency and adaptability. Technological innovation is the instrumental axis of the multi-angle approach, as it allows for the operationalization of cognitive phenomena through empirical tools. Recent advances in neurotechnologies and cognitive analytics facilitate the real-time measurement of mental and emotional states. Studies such as those by Mikalef et al. (2022) and Palacios-Marqués et al. (2023) highlight how the integration of artificial intelligence (AI) and EEG can improve the quality of strategic decision-making by detecting cognitive biases or mental overload in managers. Similarly, Zhang et al. (2021) and Vrontis et al. (2022) underscore the role of neurophysiological data investigation in optimizing operational efficiency and predicting performance under pressure. We propose a reflective stance on the ethical and practical use of technology in management. Rather than proposing a closed model, it is suggested that the integration of neurotechnological data can enrich decision-making frameworks, offering managers a means to self-assess their cognitive and emotional state during critical processes. This encourages technologically aware and neuroinformed management , where information systems become extensions of human cognition.

Future Implications for Research: The focus on adversarial attacks provides a contemporary and relevant inquiry into adversities businesses can face, reinforcing the necessity for development of resilient decision-making models. Future research can further investigate implications of adversarial conditions and how organizations can equip themselves with tools and frameworks that harness data from cognitive science. The multi-angle approach opens a horizon of interdisciplinary research, where neuroscience, artificial intelligence, and organizational psychology converge to design adaptive and resilient decision-making models. Ramos-Villagrasa et al. (2023) warn that the main challenge lies in integrating data from different paradigms—physiological, behavioral, and organizational—without losing theoretical coherence. In parallel, Friedman et al. (2021) and Frensch & Funke (2020) argue that multi-perspective investigation requires abductive and reflective methodological approaches, oriented more toward hypothesis generation than empirical confirmation. The purpose is not to validate a causal model, but rather to propose a conceptual framework for reflecting on how neuro-cognitive processes can inform business decision-making. It is suggested that future research should address cognitive resilience, neural plasticity, and the ethics of neuromanagement, broadening the dialogue between science and organizational practice. This perspective places the study at the heart of an emerging scientific agenda focused on designing more humane, intelligent, and adaptive organizations.

Some Issues

In an exploratory and conceptual study, the section entitled "Some Problems" fulfills a key methodological function: to identify, contextualize, and reflect on the emerging questions, theoretical tensions, and empirical challenges that arise during the initial approach to the phenomenon under study. Unlike confirmatory or experimental papers, which formulate verifiable hypotheses, exploratory studies—according to Stebbins (2001) and Babbie (2021)—seek to discover patterns, generate new questions, and establish preliminary theoretical connections based on fragmented observations or evidence. Within this framework, "Some Problems" does not merely describe limitations but also raises areas of ambiguity and knowledge gaps that require critical interpretation and conceptual openness (Swedberg , 2020). In the case of neuroscience applied to management, this section allows for an examination of the contradictions between empirical evidence and organizational practice, highlighting both the explanatory potential and the ethical, technical, and epistemological limitations of using brain indicators (Pavlov & Kotchoubey , 2022; Ienca & Andorno , 2023). Thus, "Some Problems" becomes the reflective space for exploratory methodological design, where perspectives are tested and the limits of available knowledge are acknowledged, paving the way for new lines of scientific inquiry.

How does understanding brain wave activity enhance decision-making in business environments? By analyzing brain wave activity, particularly Alpha Waves, businesses can identify cognitive states conducive to effective decision-making. This understanding allows organizations to develop strategies that leverage optimal mental states and reduce biases in judgment. This explores the intriguing link between brain wave activity and decision-making processes in business environments. It delves into how insights derived from neuroscience can improve strategic thinking, organizational behavior, and overall decision-making efficacy. Brain waves, recorded via electroencephalography (EEG), reflect various mental states and cognitive functions, providing invaluable data insights into how individuals and teams respond under pressure and make critical business choices. The concept in question further examines the relationship between specific brain wave patterns, such as alpha, beta, and gamma waves, and various cognitive processes, including creativity, focus, and problem-solving. By incorporating neuro-feedback and understanding brain wave activity, organizations can refine decision-making approaches, manage risk more effectively and foster culture of innovation. Additionally, the concept in question highlights case studies showcasing organizations that have successfully implemented these techniques, resulting in improved performance and enhanced strategic outcomes. Moreover, it discusses potential challenges and ethical considerations surrounding such innovative practices, emphasizing the need for a balanced approach to incorporating neuro-scientific insights into business strategies. The concept in question introduces the concept of brain wave activity and its relevance to decision-making in business contexts, highlighting the growing interest in neuroscience as a tool for improving organizational outcomes. It explains the different types of brain waves—alpha, beta, and gamma—and their corresponding affect on cognitive functions that influence decision-making, such as focus and creativity. The authors discuss how businesses can utilize electroencephalography (EEG) to monitor brain wave activity, providing valuable data that can be used to enhance strategic decisions. From Neuroscientific viewpoint, concept in question elucidates the correlation between brain wave patterns and cognitive functions, establishing a foundation for how neuroscience can inform decision-making. It effectively outlines how understanding these mechanisms can lead to improved problem-solving and strategic thinking. From Business Application viewpoint, concept in question highlights practical applications in the business domain, showcasing how understanding brain waves can translate into tangible benefits for organizations. This perspective emphasizes added value of neuroscience beyond traditional management theories, indicating a shift towards scientifically-informed practices. Insights gleaned from understanding brain wave activity present a paradigm shift in decision-making strategies within business environments. By leveraging technology like EEG, businesses can gain nuanced insights into cognitive processes such as focus, creativity, and emotional response. This not only aids in refining decision-making but also provides a foundation for fostering a culture of innovation, where ideas can be freely shared and explored without the fear of failure. Moreover, the implementation of these techniques must come with a consciousness of ethical implications. Businesses must navigate the fine line between utilizing neuroscience to enhance performance and maintaining the dignity and privacy of their employees. Training personnel on these methods will also ensure that organizations fully capitalize on the potential advantages of neuro-scientific insights, ultimately leading to a more rounded approach to strategic decision-making. In light of the author's evidence and examples, there is a compelling case for businesses to integrate neuroscience into their operational frameworks. As organizations face increasingly complex challenges in today's dynamic business landscape, fostering nimble decision-making processes

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driven by cognitive insights could be the differentiating factor for success. The concept in question provides a thorough exploration of how understanding brain wave activity can significantly enhance decision-making processes in business environments. By synthesizing insights from neuroscience and practical application, it presents a comprehensive picture of how organizations can adapt these findings to foster more effective strategies. The emphasis on ethical practice ensures that while businesses harness these advancements, they do so with respect for individual agency and privacy. Overall, the integration of cognitive neuroscience into decision-making paradigms not only supports improved operational outcomes but also encourages a progressive approach to organizational culture and innovation.

Understanding brain activity, particularly alpha waves, has become central to contemporary research on organizational decision-making, enabling the identification of optimal mental states associated with concentration, emotional regulation, and creativity (Pavlov & Kotchoubey , 2022; Benedek et al., 2020). In business environments, where decisions are made under pressure, electroencephalography (EEG) has become an empirical tool for observing neuronal synchrony and brain patterns linked to cognitive performance (Silitonga et al., 2025). According to Boksem and Smidts (2023), increased alpha power is associated with better inhibitory control and reduced vulnerability to heuristic biases, which can lead to more rational and adaptive decisions.

From an empirical standpoint, multiple studies support the relationship between alpha waves and entrepreneurial effectiveness. He and Tong (2023) observed that frontal alpha coherence increases during emotion regulation tasks in stressed leaders, correlating with improved planning and risk assessment. Similarly, Zhang et al. (2021) identified that balanced patterns of alpha and beta activity predict greater cognitive resilience and a reduced impact of stress in industrial managers. This research suggests that understanding neural states could help companies design strategies that optimize decision-making and reduce the incidence of errors stemming from fatigue or cognitive overload (Mikalef et al., 2022).

However, the literature is not unanimous regarding the practical applicability of these findings. Some authors, such as Butler et al. (2020) and Lee and Kim (2023), caution that the use of neuroscience in corporate contexts faces problems of external validity and contextual interpretation. Individual variations in brain activity and the influence of the environment make it difficult to standardize EEG metrics. Furthermore, studies such as that by Cacioppo et al. (2021) argue that, although alpha wave patterns can correlate with attention or relaxation processes, they do not necessarily imply causality regarding the quality of decisions, highlighting the need for methodological triangulation with additional behavioral and physiological measures.

On the other hand, the growing interest in beta (14–30 Hz) and gamma (>30 Hz) waves has broadened the discussion on how states of high neuronal activation influence decision-making. Recent research, such as that by Righi et al. (2020) and Fuentemilla et al. (2022), has shown that gamma activity is associated with creative problem-solving and cognitive flexibility, fundamental skills in innovation management. However, these same studies caution that excessive levels of activation can lead to impulsive or emotionally biased decisions, reinforcing the need to identify areas of neurocognitive balance before applying these findings to the corporate context.

Business interest in applying this knowledge has led to neuromanagement projects and neurofeedback training programs , where managers learn to recognize and self-regulate their own mental states. Balconi and Venturella (2020) documented improvements in attention and conflict resolution skills in managers trained using EEG biofeedback. Similarly, Ghadiri et al. (2019) indicate that incorporating brain self-regulation practices fosters more reflective, empathetic, and creative leadership, in contrast to traditional models focused on efficiency and control.

However, alongside the enthusiasm for these tools, ethical and social concerns are emerging. According to Ienca and Andorno (2023), the corporate use of technologies that monitor brain activity poses risks to workers' mental privacy and cognitive autonomy. Similarly, Sinnott -Armstrong and Saxena (2022) warn of the danger of using neural metrics for surveillance or personnel selection purposes, rather than for human development. From this perspective, organizational neuroethics becomes an essential field for ensuring that scientific advances are applied fairly and transparently.

From a critical perspective, the literature also offers rebuttal arguments . Ariely and Berns (2020) argue that, although neuroscience provides information on neural correlates of behavior, its predictive capacity in complex business decisions remains limited. Similarly, Friedman et al. (2021) propose adopting a multi-faceted and reflective approach, integrating neurophysiological data with psychological and social models, rather than seeking direct causal relationships between brain waves and business outcomes.

In summary, empirical evidence shows that understanding brain activity—especially alpha waves—can offer valuable insights into the cognitive processes underlying business decision-making. However, its practical application requires sound methodological criteria, contextual validation, and a rigorous ethical framework. This paper adopts an exploratory stance, acknowledging both the transformative potential and the current limitations of the neuroscience approach to management. Ultimately, understanding brain activity does not imply replacing human judgment, but rather expanding our awareness of how the entrepreneurial mind processes uncertainty, risk, and innovation.

What implications do the study's findings have for future research in entrepreneurial psychology? Future research could further explore how different brain activities correlate with various entrepreneurial outcomes and strategies. This could lead to the development of refined models that integrate neuro-scientific insights into entrepreneurial decision-making. The exploration of Alpha Waves presents a transformative perspective on entrepreneurial psychology. The implications of these findings extend beyond theory; they suggest practical applications in developing leadership programs that enhance cognitive performance and creativity. The increasing interest in integrating neuroscience into management education could enable organizations to create an atmosphere conducive to positive mental states among leaders. By focusing on environments that promote relaxed awareness, organizations might not only improve manager effectiveness but may also meaningfully influence employee performance and creativity. Future research can hone in on quantifying these effects, as well as tailoring interventions to maximize Alpha Wave activity in management training. The study's findings regarding Alpha Waves significantly contribute to the field of business neuroscience, particularly in the area of entrepreneurial psychology. Alpha Waves, which are brain waves indicative of a relaxed yet alert state, have been linked to improved cognitive functions, creativity, and decision-making abilities. This highlights their potential use in understanding how managers and leaders can enhance their performance and that of their teams. The implications of this research can stretch across various aspects of entrepreneurial behavior, including stress management, employee engagement, and innovative thinking. As organizations strive for high performance in a competitive environment, utilizing insights from neuroscience can lead to more effective management practices. Future research directed at the intersections of neuroscience, psychology, and management can explore how fostering an environment conducive to high Alpha Wave activity may optimize workplace productivity and decision-making quality. This sets the stage by introducing Alpha Waves as brain waves that occur when a person is awake but relaxed. The significance of such neuro-physiological markers is emphasized, indicating their relevance in various cognitive functions associated with management. The relationship between leadership mental states and team output makes Alpha Wave research relevant for fostering positive workplace relationships. Insights into managers' mental well-being can optimize team performance. Alpha Waves signify a state of relaxed awareness, which is crucial in fast-paced business environments. Understanding their role in promoting cognitive flexibility adds a vital dimension to entrepreneurial training and development. The activation of Alpha Waves is linked to creative thinking, essential for innovation in business practices. This connection underscores the need for managers to cultivate environments that facilitate relaxed creativity. A thorough understanding of Alpha Waves within the context of stress can aid organizations in crafting programs aimed at improving mental health among leaders, which could lead to improved performance outcomes. The exploration of Alpha Waves in the context of business neuroscience opens new avenues for understanding entrepreneurial behavior and effectiveness. It emphasizes the importance of mental well-being in leadership and showcases the potential for further research to yield actionable insights that can transform management practices. As organizations continue to prioritize high performance, integrating findings from neuroscience into management strategies will be crucial for fostering not only effective leaders but also creative and engaged teams. Ultimately, understanding and harnessing Alpha Waves can lead to substantial contributions to the field of entrepreneurial psychology and organizational success.

Future research in entrepreneurial psychology could advance our understanding of how brain activity patterns correlate with different leadership outcomes and strategies. Recent studies by Pavlov and Kotchoubey (2022) and He and Tong (2023) show that frontal alpha coherence is associated with a state of active relaxation that improves attention, emotional regulation, and judgment under pressure. Similarly, Zubair et al. (2024) demonstrate that alpha-beta synchronization contributes to greater cognitive stability in problem-solving. However, Becker and Cropanzano (2022) caution that applying these neurocognitive models in corporate contexts may be premature if their ecological relevance in real-world business settings is not validated. These discrepancies underscore the need to combine neuroscience with longitudinal organizational methodologies capable of capturing the dynamics between brain processes and entrepreneurial performance.

The exploration of alpha waves offers a transformative perspective in the psychology of leadership by linking them to creativity, strategic decision-making, and empathy. Benedek et al. (2020) demonstrated that higher alpha power during creative ideation tasks predicts innovative solutions, while García-García et al. (2021) confirmed that leaders with stable alpha patterns exhibit greater self-control and less impulsivity. Boksem and Smidts (2023) argue that neuroscientific findings can be applied to entrepreneurial neurotraining programs , improving cognitive performance and ethical decision-making capacity. However, Lindebaum (2020) criticizes the risk of “ entrepreneurial neuromythology ”—the uncritical use of neuroscientific results without considering the contextual and social factors of leadership. Future research should address these tensions with multi-faceted approaches that integrate biological, behavioral, and cultural evidence.

The growing interest in incorporating neuroscience into leadership training reflects a paradigm shift toward cognitive evidence-based management. Ghadiri , Habermacher , and Peters (2019) showed that leaders trained in neural self-regulation exhibit greater empathy and resilience. Similarly, Waldman et al. (2023) highlight that neurofeedback programs can increase emotional awareness and reduce reactivity to stress, optimizing decision-making capacity in non-conforming, non-informed (NIC) contexts (Cascio , 2020). Likewise, Mikalef et al. (2022) link the integration of cognitive technologies with improved organizational performance and strategic quality. However, Reeves and Levin (2021) question whether the observed benefits are sustained over time or depend on individual circumstances, opening the debate on the personalization of neuroentrepreneurial interventions .

Findings on alpha waves and entrepreneurial cognition expand the conceptual framework of business neuroscience, connecting brain physiology with organizational behavior. Righi, Pezzulo , and Russo (2020) argue that alpha oscillations act as a modulator of attention, facilitating stress management and strategic planning. Similarly, Boksem and Tops (2021) suggest that alpha fluctuations influence the motivation and cognitive control of managers, reinforcing the importance of self-regulated mental states for effective leadership. In contrast, McLoughlin et al. (2022) argue that the interindividual variability of EEG signals makes it difficult to establish universal models, requiring adaptive and contextualized experimental designs. In this regard, future research should prioritize replicability and ecological validity, moving beyond reliance on laboratory studies.

From an applied perspective, understanding alpha waves allows for the design of neuroconscious work environments that foster positive mental states among leaders and teams. Vrontis et al. (2022) demonstrated that organizational climates that promote emotional balance and active calm increase creativity and employee engagement. Zhang et al. (2021) corroborated that monitoring cognitive load using EEG helps prevent mental burnout in industrial managers. Similarly, Cruz-Garza et al. (2023) showed that moderate neuroelectrical stimulation improves cognitive flexibility and empathy in collaborative contexts. However, Butler et al. (2020) caution that translating these findings into human resource policies involves ethical and mental privacy risks, thus requiring a clear regulatory framework.

In recent years, the literature shows a sustained increase in the use of alpha waves (8–13 Hz) as a neurophysiological marker in various management areas and industrial sectors, especially in contexts of decision-making under pressure or uncertainty. Systematic reviews by Minguillon , López-Gordo, and Pelayo (2021) in Frontiers in Human Neuroscience indicate that “EEG studies with leaders and workers in mining, aviation, and financial services show the highest levels of application of alpha wave investigation, mainly associated with tasks involving attention, stress, and cognitive performance” (p. 4). In the aeronautical field, research by Harris et al. (2022) and Mizukami et al. (2023) reports that monitoring alpha activity is used to assess the mental workload and fatigue of pilots and air traffic controllers, generating direct implications for performance management and operational safety.

In the mining and energy sector, EEG applications have focused on workplace safety and decision-making in high-risk environments, highlighting the relationship between increased alpha power and states of relaxed alertness that promote safe decision-making (Chandrakumar et al., 2023; Palacios et al., 2024). In contrast, the corporate education and management training sector has incorporated EEG to assess executive learning, working memory, and emotional self-regulation, with results linking alpha states to greater information retention and creative thinking (Antonenko et al., 2021; Chella et al., 2023). Meanwhile, the customer service and management sector has seen a recent surge in studies on applied neuroeconomics and consumer behavior, where alpha waves can detect responses of trust, empathy, and emotional control (Ariely & Berns , 2020; Solnais et al., 2023).

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According to the systematic review by Khushaba et al. (2023) in Cognitive Neurodynamics , "EEG-based organizational research has shown remarkable expansion in cognitively demanding sectors, with aviation (27%), mining and energy (21%), financial services (18%), and management education (15%) being the domains with the highest scientific output in the last decade" (p. 12). This pattern reflects how the most critical and highest-risk areas have been the first to incorporate neurotechnology as a tool for evaluating and improving decision-making, paving the way for strategic management and corporate leadership to more systematically integrate neurophysiological indicators into practice.

Recent empirical results indicate a consistent correlation between alpha activity (8–13 Hz) and executive control and emotional regulation processes during strategic decision-making. In an experimental study with 30 managers, Boksem and De Cremer (2019) observed a 22% increase in occipital and parietal alpha power during successful deliberation phases in a negotiation simulator, with a significant correlation ($r = 0.64$, $p < 0.01$) between alpha activity and the inhibition of impulsive responses. Similarly, Liu et al. (2021) found an 18% increase in mid-frontal alpha in 40 technology executives during time-pressured risk assessments, and a 12% reduction in this pattern upon the introduction of social stress stimuli. These findings support the idea that the alpha rhythm acts as a biomarker of the cognitive calm necessary for rational decision-making in dynamic corporate environments.

On the other hand, applied research in organizational contexts confirms that interhemispheric alpha coherence is associated with greater efficiency in group coordination and strategic creativity. Navajas et al. (2023), in a study published in Nature Human Behaviour with 61 business leaders and entrepreneurs, reported a positive correlation ($r = 0.59$, $p < 0.01$) between bilateral alpha synchronization and the accuracy of cooperative decisions. Similarly, Sánchez-González et al. (2020) observed a 15–20% increase in alpha power among middle managers with high cognitive resilience, suggesting that this brain activity predicts emotional self-regulation during entrepreneurial conflicts. Likewise, Silitonga et al. (2025) demonstrated that leaders participating in neurofeedback programs showed a 19% increase in frontal alpha coherence and significant improvements in strategic creativity ($r = 0.53$, $p < 0.01$), confirming the role of alpha waves in strengthening flexible thinking and organizational innovation.

Finally, the accumulated evidence from meta-analyses and systematic reviews confirms the statistical robustness of the alpha effect on rational decision-making. Pavlov and Kotchoubey (2022), in a meta-investigation of 32 studies with a total of 1,204 participants, estimated a mean effect size of $d = 0.41$ (95% CI [0.28, 0.54]) between alpha power and indicators of cognitive control, demonstrating a moderate and consistent effect. Complementarily, Murata et al. (2019) reported a 27% reduction in decision errors and a 17% improvement in response time in industrial supervisors after an alpha neurofeedback training program . Taken together, these results reinforce the hypothesis that alpha waves not only reflect states of relaxation but also constitute a key neurophysiological correlate of executive self-regulation, essential for effective decision-making in the uncertain environments characteristic of contemporary business leadership.

Finally, future lines of research should integrate neuroscience, organizational psychology, and artificial intelligence to develop more accurate models of entrepreneurial neurocompetencies . Palacios-Marqués et al. (2023) propose the creation of cognitive investigation systems that identify leadership patterns based on brain and behavioral markers. Treur (2022) suggests that cognitive AI models can simulate the interaction between human neurodynamics and strategic decision-making. In contrast, Ienca and Andorno (2023) and Lee and Kim (2023) warn of the need for corporate neuroethics to regulate the use of brain data and prevent invasive practices. Thus, the convergence of neuroscience and management must be approached with a critical, interdisciplinary, and human-centered perspective, recognizing that knowledge of the brain does not replace ethical judgment but rather complements it.

In what ways can organizations implement findings from this research to improve decision-making? Organizations could adopt training programs based on neuro-scientific principles that improve critical thinking and decision-making. From psychological perspective, integration of neuroscience into decision-making highlights the importance of understanding human behavior as complex and often irrational. Organizations that recognize this complexity can implement strategies that align with natural cognitive processes rather than against them. From organizational behavior standpoint, application of neuroscience principles can transform workplace culture. Decision-making becomes less about hierarchy and more about collaboration, opening up avenues for diverse insights and reducing the burden of cognitive bias among team members. From a strategic management viewpoint, employing neuroscience insights can serve as a competitive advantage. Organizations equipped with a better understanding of decision-making processes can respond more adeptly to market changes, ultimately leading to improved business performance and innovation. The use of neuroscience in enhancing organizational decision-making reflects a pivotal shift towards evidence-based practices. This approach provides clarity on human behavior and cognitive processes, which can drastically improve leadership effectiveness and team dynamics. For instance, understanding that individuals often rely on mental shortcuts can lead to the development of structured decision-making frameworks that mitigate the negative impact of biases. Furthermore, the acknowledgement of emotional factors underlines the need for emotional intelligence in leadership, encouraging leaders to adopt a more empathetic approach when guiding teams. The potential for organizations to leverage neuroscience also highlights the significance of tailored training programs designed to build awareness of cognitive biases. Providing employees with practical tools and strategies to recognize and address their biases fosters a more balanced decision-making environment. This not only enhances individual performance but collectively improves organizational outcomes, leading to increased adaptability in rapidly changing organizations. In conclusion, neuroscience presents invaluable insights that organizations can harness to create robust decision-making processes. By understanding the intricacies of human behavior and applying this knowledge thoughtfully, organizations are better positioned to thrive amid the complexity of performance pressures and market dynamics. They can also invest in technologies like EEG to gain insights into their employees' cognitive states. Organizations can greatly enhance their decision-making capabilities by implementing findings from neuroscience research. By cognizing the intricate relationship between brain functions, emotional triggers, and cognitive biases, organizations can develop informed strategies that facilitate better choices. Fostering a culture that embraces neuroscience-informed practices can lead to a more agile, adaptive, and effective organizational structure. As organizations strive to navigate the complexities of the modern business landscape, understanding and utilizing these neuro-scientific insights can create a significant advantage, ultimately driving performance and innovation.

Organizations can implement the findings of neuroscience applied to management through Organizational Development (OD) processes that incorporate knowledge about the brain mechanisms of leadership, decision-making, and emotional regulation. In Industry 5.0, characterized by human-machine integration and cognitive well-being as a strategic focus, OD takes on a neuroadaptive role : designing work cultures aligned with the actual functioning of the human brain. Ayaz and Dehais (2021) point out that smart industrial environments require understanding the neurocognitive limits of the worker to

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avoid mental overload, while Fehér et al. (2023) argue that neurotraining programs based on EEG feedback and mindfulness leadership reduces stress and improves decision accuracy by 25%.

From a psychological perspective, integrating neuroscience into decision-making allows us to understand that human behavior is complex and nonlinear, with unavoidable emotional and cognitive influences (Kahneman, Sibony & Sunstein, 2021). Organizations that recognize this reality can implement strategies that align with natural mental processes, rather than opposing them, thus fostering cognitive resilience and innovation (Boyatzis & Jack, 2021). Corporate programs such as NeuroLeadership The Institute at Microsoft or the SAP Human Experience AI Lab have shown that training in cognitive biases and emotional regulation improves the quality of entrepreneurial judgment and cooperation between teams (Waldman, Wang & Fenters , 2023).

From an organizational behavior management perspective, applying neuroscience principles can transform workplace culture, fostering more horizontal and collaborative decision-making. Brain synchrony among team members, measured by EEG, has been linked to higher levels of empathy, coordination, and performance (Cacioppo , Visser & Pickett , 2021; Cruz-Garza et al., 2023). Studies by Zubair et al. (2024) in Frontiers in Psychology showed that group alpha and beta coherence predicts a reduction in cognitive biases in group tasks, paving the way for neurodata- driven cultures of trust . However, Lindebaum and Zundel (2020) caution against the risks of organizational " neuromythification ," reminding us that the brain is one element of a broader sociotechnical system. Therefore, organizational development should adopt a socio-neurocognitive approach, where neuroscience complements—and does not replace—the human dimension of leadership.

In the realm of strategic organizational development, continuous neurophysiological measurement using EEG and BCI systems is emerging as a key tool for risk prevention, occupational health, and the optimization of industrial performance. In high-risk sectors such as mining, aviation, and energy, projects like BHP NeuroSafety Programs such as Airbus NeuroTechLab have implemented wearable EEG devices in supervisors' helmets to monitor fatigue and attention, reducing incidents by more than 30% (Chandrakumar et al., 2023; Harris et al., 2022; Palacios et al., 2024). At Toyota NeuroSmart Factory 5.0, real-time brain feedback enabled the redesign of assembly processes, reducing errors and improving operational safety (Toyota Research) . Institute , 2024). These applications exemplify how OD is evolving towards an organizational neurosecurity approach , which combines well-being, productivity, and predictive analytics.

The integration of Brain-Computer Interfaces (BCIs) expands the scope of Organizational Development (OD) in Industry 5.0 by enabling systems to automatically adapt to the mental states of workers. According to Nam , Nijholt , and Lotte (2022), industrial BCIs are already being used at Siemens NeuroFactory to adjust production parameters based on detected mental workload, ensuring safer and more sustainable operations. Ayaz et al. (2022) argue that neuroadaptive environments represent the natural evolution of OD, integrating machine learning with neurophysiological data to optimize human -AI interaction. This paradigm redefines leadership and decision-making as neuroecological processes , where technology amplifies the leader's cognitive awareness.

However, the widespread use of EEG and BCI technologies raises ethical and organizational challenges. Ienca and Andorno (2023) and Lee and Kim (2023) emphasize that continuous brain monitoring can compromise workers' mental privacy and cognitive autonomy, making it imperative for organizational development departments to develop corporate neuroethics frameworks. These frameworks must ensure informed consent, algorithm transparency, and the responsible use of neurodata . The ethical integration of these technologies not only avoids reputational risks but also strengthens organizational trust, a necessary condition for empathetic and sustainable leadership (Balconi , Fronda & Venturella , 2023).

In short, organizations that implement neuroscience findings in their Organizational Development processes will achieve more agile, humane, and cognitively sustainable structures. Incorporating neuroscience training programs, EEG systems for decision-making, and neuroadaptive environments will position companies at the forefront of Industry 5.0, where organizational intelligence will be measured not only in financial data but also in collective cognitive capacity and mental well-being. This approach combines science, technology, and humanism, redefining leadership and performance in the organizations of the future.

How might adversarial attacks influence development of decision-making models using brain data? Understanding adversarial attacks can inform organizations about potential vulnerabilities in their decision-making processes. By incorporating knowledge of how biases can be introduced or exacerbated by adversarial conditions, businesses can develop more robust and resilient decision-making frameworks that account for such threats. The question in hand examines the potential implications of adversarial attacks on decision-making models that utilize brain data for their functionality. Adversarial attacks refer to the deliberate manipulation of input data that can mislead machine learning algorithms into incorrect predictions or diagnoses. Given the increasing use of neural data in various cognitive and mental health applications, understanding how these attacks can undermine model accuracy and integrity is crucial. This discussion involves exploring what adversarial attacks are, how they specifically affect decision-making models reliant on neural information, and the broader ramifications for research and practical applications in neuroscience and artificial intelligence. As the landscape of AI evolves, so too does the sophistication of adversarial techniques—wherein small perturbations in the input data can lead to vastly different outputs. The concept is illustrated through various examples where slight changes to brain activity metrics can result in dramatically altered interpretations by these models. The question in hand emphasizes the need for robust safeguards that can either prevent adversarial manipulations or improve the resilience of models against these attacks. Hence, the conversation extends to propose practical suggestions for developing more secure models, such as improved training techniques that encompass adversarial scenarios and incorporating explain ability to understand model decisions better. By delving deeply into adversarial methodologies and their implications for brain data-driven models, the question in hand aims to encourage vigilance and innovation in creating secure and reliable decision-making systems. The question in hand begins by defining adversarial attacks, explaining their role in misleading decision-making models. It discusses the increasing reliance on brain data for these models, highlighting vulnerabilities that adversarial attacks exploit, which could compromise model performance and accuracy.

The question in hand outlines specific examples of how adversarial attacks on brain data can occur, demonstrating the ease with which small perturbations can lead to significant misinterpretations by decision-making algorithms. The discussion underscores the need for awareness in the design of these models. The question in hand emphasizes the potential consequences of these attacks, particularly in high-stakes scenarios such as healthcare and legal fields. The

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implications for incorrect assessments and their societal effects amplify the urgency for secure model development. The question in hand then transitions into possible defensive strategies against adversarial attacks. Suggestions are made regarding enhancing model robustness through training techniques that simulate adversarial scenarios to prepare models for potential real-world applications. Question in hand concludes by stressing the necessity of collaboration between AI researchers and neuroscientists to foster reliability in brain data models. By integrating adversarial considerations from inception, the development of safer decision-making models can be achieved.

The question in hand provides a multidimensional view of adversarial attacks, encompassing technical, ethical, and practical implications. From a technical perspective, it lays out the mechanics behind these attacks and emphasizes the need to address the inherent limitations of decision-making models. Ethically, the potential for misdiagnosis and the repercussions in health-related fields spotlight the critical responsibility developers have to ensure their models are secure. Practically, it discusses the urgency of adapting existing practices in model training and includes suggestions for future research directions. Furthermore, the discussion highlights the dichotomy between advancing AI capabilities and ensuring they remain trustworthy. The balance between innovative applications using brain data and the persistent threats posed by adversarial attacks is precarious, necessitating continuous vigilance from the research community. It encourages a proactive approach towards model security by fostering a culture of transparency and collaborative efforts within interdisciplinary teams.

The question in hand presents critical insights into the underpinnings of adversarial attacks, emphasizing that as brain-data-driven decision-making models grow in sophistication, so too do the methods employed by adversaries. The author substantiates these insights through compelling examples and suggests that the very nature of neural data makes it particularly susceptible to adversarial perturbations. The discussion goes beyond just identifying the issue; it calls for an interdisciplinary approach to strengthen model integrity. One significant reflection is the balance between innovation and security—advancing AI technologies must be paralleled by a robust framework for safeguarding against vulnerabilities. This necessitates ongoing ethical debates and discussions regarding the implications of deploying these systems in sensitive environments like healthcare, where misinterpretation of data can have severe consequences. Future advancements should ideally incorporate adversarial scenarios into the training processes, enhancing model capacity to withstand such attacks.

Moreover, the importance of collaborative frameworks involving AI researchers, neuroscientists, and ethicists is crucial. These partnerships could facilitate designing models that not only achieve high accuracy but also possess a built-in understanding of adversarial risks, providing a roadmap for future research standards. In conclusion, the question in hand effectively delineates the critical pathways through which adversarial attacks influence decision-making models, particularly those reliant on brain data. By unpacking the complexities of adversarial methodologies and the consequent impact on cognitive applications, it reveals the dire need for robust development strategies that prioritize model integrity and security. The multifaceted implications of these attacks stress the importance of fostering collaboration among diverse fields to create a framework that not only anticipates and mitigates risks but also pushes the boundaries of innovation in AI and neuroscience. This proactive approach is essential for ensuring that the benefits of brain data utilization continue to evolve safely and effectively.

The discussion that follows brings together several recurring questions at the intersection of neuroscience, decision-making, and organisational practice: how understanding cognitive state may inform judgement under uncertainty; what such perspectives imply for entrepreneurial psychology and organisational resilience; and how adversarial conditions—both computational and contextual—shape the robustness and interpretability of decision-making models. Rather than addressing these questions as isolated issues, the framework integrates them as interrelated aspects of cognition operating under pressure.

The development of decision-making models based on brain data and artificial intelligence (AI) is opening up an interdisciplinary field that combines neuroscience, ethics, organizational management, and cybersecurity. While these technologies offer unprecedented opportunities to understand cognitive processes in entrepreneurial contexts, they also raise ethical and technical risks associated with the vulnerability of neural data and algorithmic manipulation (Ienca & Andorno , 2023; Yuste et al., 2021).

In particular, adversarial attacks—defined as deliberate alterations to input data that mislead machine learning algorithms—pose a growing challenge for systems that utilize brain information. Recent research shows that even small perturbations in EEG or fMRI signals can radically alter a model's interpretation of a person's cognitive or emotional state (Goodfellow , Shlens , & Szegedy , 2015; Zhang et al., 2020). Li et al. (2021) demonstrated that EEG-based emotion recognition models were highly vulnerable to adversarial noise, while Chakraborty et al. (2021) confirmed that such attacks could disrupt the control of brain-computer interfaces (BCIs) in more than 90% of cases.

In the organizational and entrepreneurial sphere, these vulnerabilities can translate into strategic and ethical risks. The increasing adoption of neuroinvestigation in management—to measure stress, attention, or decision-making—involves the processing of highly sensitive data that reflect internal mental activity. Adversarial manipulation could lead to erroneous diagnoses or biased decisions in critical processes such as leadership selection, performance evaluation, or the design of welfare policies (Goodman & Flaxman , 2019; Zhou et al., 2023). In sectors such as aviation, mining, or healthcare, where decisions depend on stable cognitive states, these distortions can have severe operational consequences (Harris et al., 2022; Palacios et al., 2024).

This technical risk is compounded by the ethical challenge of cognitive privacy, as neural data allows us to infer emotions, memories, and even unspoken intentions. Unlike other biometric data, neurodata reveals intimate and potentially involuntary information, raising questions about mental autonomy and cognitive sovereignty (Ienca , 2023). In response, the concept of neurorights has emerged as a new category of human rights that seeks to protect the mind from technological exploitation.

Chile was the first country in the world to incorporate these principles into its Constitution through Law 21.383 (2021), guaranteeing mental privacy, personal identity, and free will in the use of neurotechnologies . This precedent has inspired international organizations such as UNESCO (2021), whose AI

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Ethical Framework underscores the obligation to ensure informed consent and the traceability of neural data. In Europe, the EU's proposed AI Regulation (AI Act , 2023) classifies artificial intelligence systems based on neurodata as high-risk, requiring audits and explainability controls .

From a cybersecurity perspective, the continuous transmission of brain signals poses risks comparable to those of industrial biometric systems. Recent studies have identified vulnerabilities in the communication of BCI devices, which could be the target of man - in -the-middle attacks or data injection (Wolpe, Foster & Lázaro-Muñoz, 2022; Fehér et al., 2023). Therefore, organizations such as ISO/IEC (2023) recommend applying end-to-end encryption standards, data anonymization , and regular integrity audits, especially in Industry 5.0 environments, where EEG headsets and cognitive sensors are already being used to prevent accidents and monitor fatigue (Ayaz & Dehais , 2021).

However, the challenge is not only technical but also epistemological. AI learns from patterns of human behavior, which are frequently irrational, emotional, and chaotic (Kahneman, Sibony & Sunstein, 2021). Rahwan et al. (2019) and Howard & Borenstein (2022) warn that systems trained on this data can reproduce biases or errors in judgment, generating “pseudo-rational” models that lack moral context. In this sense, the integration of neuroscience into business decision-making must be accompanied by frameworks that balance technical efficiency with ethical and psychological reflection.

To mitigate these threats, the literature suggests three main strategies. First, adversarial training, which exposes models to simulated attacks during their learning, strengthening their defensive capabilities (Madry et al., 2019; Mnih et al., 2023). Second, the incorporation of explainable AI (XAI), using tools such as SHAP or LRP, which allow tracking the model's internal reasoning and detecting potential deviations (Miller, 2021; Montavon et al., 2019). And third, the adoption of corporate neuroethical protocols , such as the IEEE Brain Data Ethics Framework (2023) , which combines algorithmic auditing, dynamic consent, and interdisciplinary engagement.

Companies like Toyota, SAP, and Siemens have already begun implementing these principles in their industrial environments, developing “organizational neurosecurity” protocols that integrate AI with real-time cognitive load detection mechanisms while maintaining worker privacy (Fehér et al., 2023). However, as Lindebaum (2020) warns, the fascination with neuroscience applied to management should not replace human interpretation: business decision-making is, ultimately, an emotional, cultural, and contextual process.

As brain-based models are incorporated into Industry 5.0, where the interface between the human brain and machines will be seamless, neurorights, cybersecurity, and cognitive ethics are solidifying as fundamental pillars of technological development. The future of organizational neuro-intelligence will depend not only on algorithmic accuracy but also on the capacity of institutions to preserve the human mind as an inviolable space of autonomy and creativity (Yuste, 2024).

Adversarial Conditions and Interpretability

Adversarial influences are often framed in technical terms, yet in organisational contexts they frequently arise from psychological and contextual pressures such as time constraints, hierarchy, and fear of error. Prediction error is a central pressure acting on cognition in volatile and ambiguous environments. These conditions shape cognitive state and interpretive flexibility long before formal models are applied. Recognising this broadens the meaning of robustness and reinforces the importance of interpretability in decision-making systems.

Broader Implications: Cognitive Re-organisation and Resilience

The framework may also illuminate contexts where cognition visibly reorganizes, such as recovery following acquired brain injury or the management of fluctuating cognitive conditions. Acquired Mind Injury (AMI) as a *conceptual, non-clinical lens* for understanding how cognition and meaning making may reorganize adaptively when such conditions persist. These contexts highlight cognition as adaptive and state-dependent, reinforcing the principle that resilience reflects the capacity to reorganize under changing constraints rather than optimize toward fixed performance states.

Conclusion

This paper proposes a conceptual framework for understanding decision-making under uncertainty, informed by behavioral sciences and neuroscience. By interpreting brain wave activity as indicative of cognitive state rather than mechanisms for optimization, it offers a nuanced perspective on how decisions emerge in chaotic environments. Paper illuminates the essential relationship between neuroscience and business strategy, advocating for a sophisticated understanding of decision-making through the lens of brain wave investigation. With profound implications for entrepreneurial behavior amidst chaotic environmental challenges, the research urges organizations to adopt innovative frameworks for decision-making that integrate empirical neuro-scientific findings. As organizations navigate the complexities of modern business landscapes, embracing insights from behavioral sciences and advancements in technology such as EEG will be critical for fostering resilience and strategic agility. Ultimately, investing in the intersection of neuroscience and management can lead to transformative outcomes that not only enhance individual decision-making but also elevate organizational performance as a whole. Viewed through this lens, the framework invites a broader reconsideration of how organisations understand and relate to the people within them. Traditional notions of “Human Resources” have often framed individuals primarily as assets to be managed or optimized, which can obscure the lived cognitive and emotional conditions under which people function. A neuroscience-informed perspective instead highlights how experiences of respect, agency, and psychological safety shape cognitive organisation itself. When individuals are not treated as possessions or instruments of output, but as participants within meaningful and supportive contexts, cognitive functioning becomes less defensively constrained and more adaptive. From this standpoint, recognising human potential reflects an understanding that organisational resilience and performance are inseparable from the conditions that allow the nervous system to feel safe enough to support learning, integration, and creative response.

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This paper, conceived from an exploratory and reflective approach, seeks not only to systematize empirical findings on alpha wave activity (8–13 Hz) in managers, but also to critically question and interpret the meaning of these findings in a business context dominated by uncertainty, technological acceleration, and the cognitive volatility of contemporary leadership. Currently, the organizational environments described by the BANI paradigm (Fragile, Anxious, Nonlinear, and Incomprehensible) — Cascio (2020) — demand new frameworks to understand how leaders think, feel, and decide under pressure. In this sense, neuroscience is not limited to offering measurable data, but invites a deeper reflection on the very nature of human judgment, its emotional vulnerability, and its adaptive capacity in the face of chaos (Kahneman et al., 2021; Boksem & Smidts , 2023).

The study of alpha waves allows us to observe how the entrepreneurial brain modulates calmness, attention, and creativity during strategic decision-making. Recent research demonstrates 15–25% increases in frontal and parietal alpha power during successful deliberation phases (Boksem & De Cremer, 2019; Liu et al., 2021), confirming its role in emotional regulation and inhibitory control. However, what is truly relevant for an exploratory paper Research lies not only in quantifying these effects, but also in understanding their ethical, cognitive, and human implications. This work invites reflection on how neurophysiological measurements can be useful without stripping leadership of its subjective, intuitive, and moral dimensions. Neuroscience, applied without a critical eye, risks reducing human complexity to electrical correlates; applied with a reflective approach, it can, instead, open new avenues for self-knowledge and conscious organizational design (Lindebaum , 2020; Lee & Kim, 2023).

Until recently, leadership studies focused on observable competencies, without exploring the neural dynamics of judgment under uncertainty. This research helps fill that gap by proposing a dialogue between neuroscience and strategic management. From this perspective, findings on alpha rhythm are interpreted as indicators of cognitive resilience and emotional flexibility, critical traits for leadership in chaotic times (Pavlov & Kotchoubey , 2022; Silitonga et al., 2025). Furthermore, this work highlights the need to integrate neuroscience into management training, not as a tool for control, but as a space for entrepreneurial self-awareness. In this sense, the contribution of an exploratory paper lies not so much in offering definitive answers, but in formulating questions that link brain knowledge with ethics and the human dimension of management.

Finally, in the Industrial Revolutions 4.0 and 5.0, where the convergence of humans and intelligent systems redefines the boundaries of work, understanding the brain states of leaders acquires strategic relevance. The responsible use of technologies such as EEG or brain-computer interfaces (BCIs) could prevent cognitive fatigue, reduce decision-making errors, and improve safety in critical industries such as mining, aviation, and healthcare (Ayaz & Dehais , 2021; Harris et al., 2022; Fehér et al., 2023). However, this progress requires incorporating neuroethical and neurorights frameworks (Ienca & Andorno , 2023; Yuste, 2024) that guarantee mental privacy and prevent the instrumentalization of thought. Consequently, the critical reflection that drives this paper becomes an act of academic responsibility: understanding the brain not to control it, but to protect it and enhance its creative capacity. Ultimately, exploring alpha waves in managers is not just a technical exercise, but a way of questioning the future of the human mind in the intelligent organization, where science, ethics and strategy must coexist in balance.

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