

On April 19, 2023, Oracle published a study, based on globally collected data. They called it:

The Decision Dilemma

in partnership with DKC Analytics

and

The New York Times Best Selling Author Seth Stephens-Davidowitz

The study is below. It says that 70% of business and government decision makers prefer robots to make their important decisions, when massive amounts of data is being evaluated.

Oracle concludes that more data is not helping humans make decisions and the time pressure to evaluate tons of data make it impossible for humans to make good decisions.

Vicken Khachadourian not only disagrees with this conclusions, he affirms that Oracle has the conclusive internal study that giving power to robots on complex decisions is disastrous:

- 1. Oracle knew as early as 1996 how massive amounts of data was making the arrival of correct diagnostic decisions next to impossible, if the data was being evaluated out-of-context. Customer systems were suffering outages or serious setbacks to production stability. The same difficulty applied to design flaws during development, implementation and testing of Oracle based systems.**
- 2. Oracle also knew of the 100% success rate that Vicken Khachadourian had in 1996, in discovering this problem and solving escalated cases by putting diagnostics aside, and first going over customers' technical stories. Oracle used Vicken's success as a Proof of Concept, tried to match it and so far**

has failed to do so.

3. In 2007, as a result of Vicken's action, after a 2.5 year investigation, Oracle realized that this is a problem and made Vicken the first candidate for a patent for the role of context in diagnostics. The purpose of the patent was to first establish the relevancy of the diagnostic data.
4. On Oracle's cases, not paying attention to context and establishing relevancy was sending the world's best developers and support reps down rabbit holes on cases, where every minute of failure was worth millions to customers.
5. If this problem was sending the smartest people in Computer Science down the wrong path, Vicken is skeptical if automating the decision making mechanism, giving it to robots will offer a solution.
6. The entire world saw what happened in Israel on October 7th, 2023, when months of warnings were dismissed as nothing to worry about, when AI based systems were monitoring the Gaza Strip with tremendous amount of data being collected and analyzed. It is well documented that when humans turned off their judgment and yielded to AI based systems to make decisions, innocent humans suffered on both sides.

Conclusion:

We are nowhere close to letting robots make important decisions. I'll take my human doctor as my primary care physician over a robot any day.

The benefits of automation, industrialization have been well documented for centuries. It is true that machine learning improves things, but it is not better than human intelligence.

We don't foresee a future right now when human judgment can be set aside for robots to make important decisions. Robots will improve things, but they will also break things if they try to exceed human intelligence. Oracle knows better.

ORACLE

How Data Overload Creates Decision Distress

Decision Dilemma Global Study



2023 Global Study



People want to use data to improve decision-making, but don't know how and where to begin.

Why does it still feel like we're flying blind?

We have more data from more sources available in more places than ever before and yet making decisions is harder than ever.

That's because people commonly make decisions drawing on prior experience. However, uncertainty makes what happened before irrelevant, and uncertainty is everywhere.

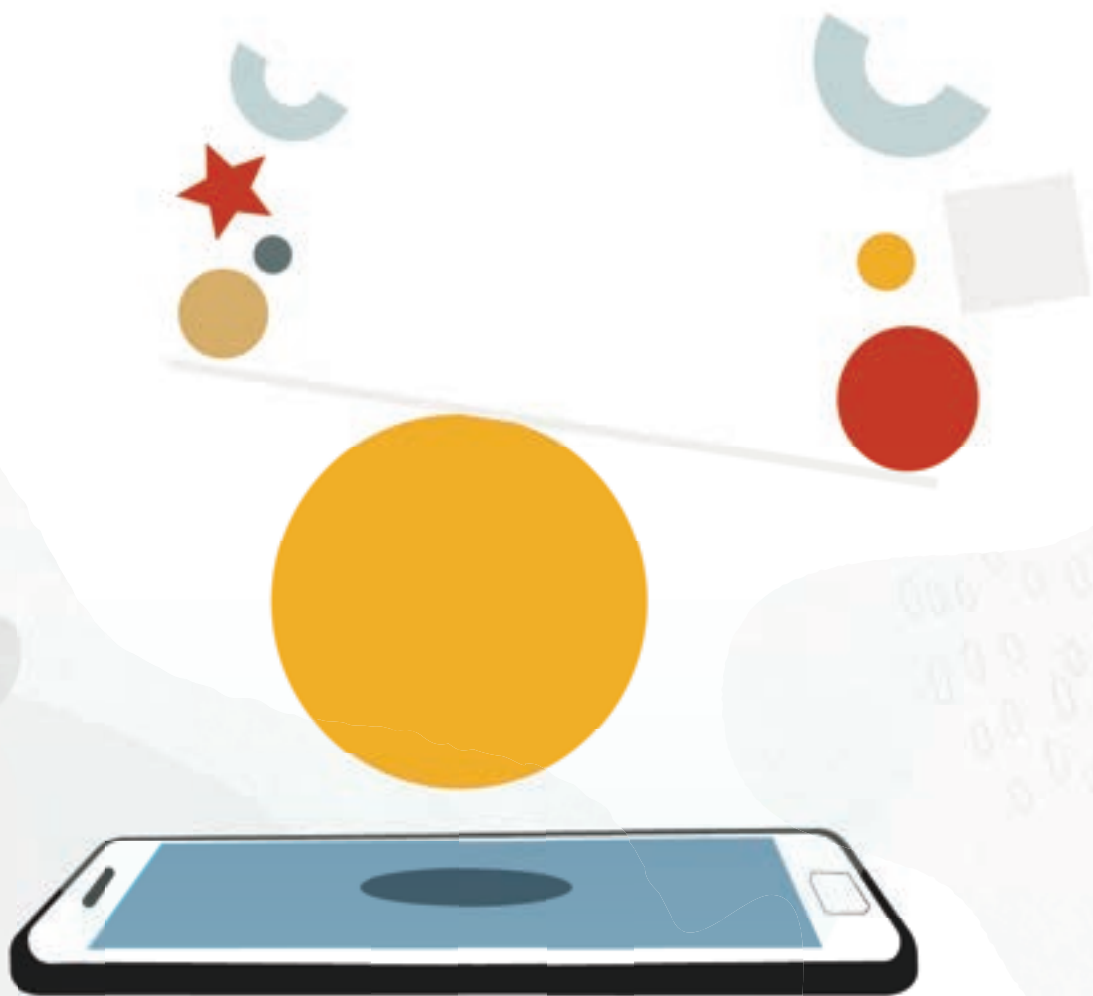
Organizations are changing revenue forecasts mid-quarter due to unexpected economic conditions. Experts in retail struggle to forecast holiday demand. In our personal lives, we don't know if it's the right time to buy a car, a home, or anything else due to the unpredictability that surrounds us.

The reality is, we're living in a decision crisis, where we don't know whether to trust our gut instinct or the data more, and it's impacting nearly every facet of our personal and professional lives. What happens when we feel like we can't be sure? We question our choices or don't make any decision at all.

In the business world, the decision dilemma changes the risk tolerance of CEOs and investors, which has ripple effects across the economy. And that's not to mention the challenges across every single business department when trying to decide what to include in budgets, when to hire, how to serve customers, and who to partner with.

To add even more complexity, countries and generations tackle decision-making differently. Solving the decision dilemma is key to living with uncertainty, and our ability or inability to do so will make the difference between confidence and chaos or prosperity and paralysis.

To learn more about how these global dynamics manifest and how data analysis needs to evolve to give the world the confidence it needs to make the best decisions, Oracle partnered with DKC Analytics and New York Times bestselling author, Seth Stephens-Davidowitz, to survey more than 14,000 people including employees and business leaders across 17 countries. Here's what we uncovered.



Key findings

The number of decisions we make every day is multiplying

74%

of people say the number of decisions they make every day has increased 10x over the past three years

At the same time, we have more data at our fingertips while making those decisions than ever before

78%

of people believe they are getting bombarded with more data from more sources than ever before

In theory, the data should help, but in reality, it is having the opposite effect

97%

of people want help from data, but **86%** say the volume of data is making decisions in their personal and professional lives much more complicated

The decision dilemma is negatively impacting our personal health and well-being

85%

of people say the inability to make decisions is having a negative impact on their quality of life

Our complex relationship with data and decision making is creating a dilemma

59%

of people admit they face a decision dilemma—not knowing what decision to make—more than once every single day and

70%

of people admit they have given up on making a decision because the data was too overwhelming

Key findings

The decision dilemma is creating havoc in the business world

85%

of business leaders have suffered from decision distress—regretting, feeling guilty about, or questioning a decision they made in the past year

Without the right approach to data management and analytics businesses will fail

Business leaders know that without data their decisions would be less accurate (**45%**), less successful (**29%**), and more prone to error (**41%**).

Business leaders need a new approach to solve the decision dilemma

The influx of data is hurting business performance

91%

of business leaders say the growing number of data sources has limited the success of their organizations and **73%** admit their lack of trust in data has stopped them from making any decision at all

Business leaders know decision intelligence* is critical

93%

of business leaders believe having the right type of decision intelligence can make or break the success of an organization



*For the purpose of the survey, *Decision Intelligence* was defined as “the ability to leverage data and technology to understand how decisions are made, evaluated, managed, and how they can be improved.”

Survey Methodology

This global sample of over 14,000 people was surveyed in January 2023. In each country, the sample represented employees and business leaders, including titles such as President, CEO, Chairperson, C-Level Executive, CFO, CTO, Director, Senior Manager, HR Manager, and other select leadership roles, confirmed by consumer-matched data accessed via the global insights platform Prodege. Employee samples were calibrated, where possible, to reflect the age and gender demographics of the nation's workforce.

	Country	Total Sample	Sample A: Business Leaders	Sample B: General Workforce
Asia	India	1000	500	500
	South Korea	500	250	250
	Japan	1000	500	500
	Singapore	500	250	250
	China	500	250	250
	Australia	1000	500	500
Europe	UK	1000	500	500
	Netherlands	1000	500	500
	France	1000	500	500
	Germany	1000	500	500
	Spain	1000	500	500
Latin America	Mexico	500	250	250
	Colombia	500	250	250
	Brazil	500	250	250
Middle East	UAE	1000	500	500
	Saudi Arabia	1000	500	500
North America	USA	1000	500	500

DKC Analytics conducted and analyzed this survey with a sample procured using the Pollfish survey delivery platform, which delivers online surveys globally through mobile apps and the mobile web along with the desktop web. No post-stratification has been applied to the results.

The number of decisions we are making is multiplying and more data is not helping

Everywhere we turn there are decisions to be made. From the meaningless and mundane to the monumental, our very existence is packed full of them and while that is nothing new, **74%** of people say the number of decisions they make every day has increased 10x over the last three years.

As we make these decisions on everything from when to start our day to where to invest our money, we are told to use—and trust—the data, especially in our professional lives. After all, why should we take a risk and guess when everything is changing so fast? While on paper that makes perfect sense, the reality is the relationship between data and decision making is much more complex.

To start with, we have more data at our fingertips than we ever thought was possible. **78%** of people believe they are getting more data from more sources than ever before with **55%** saying the number of sources has more than tripled over the last three years. In theory this should be a case of more is more, as greater access to data should make decision-making easier, but it is doing the exact opposite. **86%** of people say the volume of data is making decisions in their personal and professional lives much more complicated, **29%** report they are overwhelmed by the feeling of having too much data, and **31%** don't know where to even begin.

For those that do attempt to start, **35%** don't know which data sources to trust, with **70%** of people simply giving up on making any decision at all.

Who and where to turn to:

93%

of people say the way they make decisions has changed over the last three years.

.....

39% now only listen to the sources they trust

34% are delaying making any decisions at all

32% consult friends

29% rely on gut feelings



The decision dilemma is affecting our quality of life and creating organizational inertia

The difficulties we all face when making decisions is prevalent in our personal and professional lives, with **88%** of people admitting that not knowing what decision to make is an ongoing challenge they face. And this is not just something that we encounter every now and then. **59%** admit they face a decision dilemma—not knowing what decision to make—more than once every single day.

Even after a decision is made, the negative consequences persist. **84%** of people have suffered from decision distress, experiencing guilt, regret, and uncertainty from a choice they made within the past year. **86%** of respondents said the volume of data has negatively impacted their confidence, making them confused (**31%**), and leaving them questioning their decisions (**46%**).

This debilitating dilemma impacts an overwhelming **83%** of people's personal and professional lives.

How Decision Dilemma Affects Our Professional Lives

- 35%** state it creates unnecessary work
- 32%** experience burnout
- 26%** stall career progress/miss promotion opportunities
- 24%** faced career consequences (i.e., being fired, demoted, moved to a different team) due to an incorrect decision being made
- 24%** have made more errors/mistakes
- 21%** have financial risk ramifications

How Decision Dilemma Affects Our Personal Lives

- 34%** question major life choices (marriage, family, moving)
- 33%** waste money
- 31%** state it causes arguments between family and friends
- 31%** stall life plans due to uncertainty



85%

of people say the inability to make decisions is having a negative impact on their quality of life:

36% have experienced spikes in anxiety

33% have missed opportunities

29% have partaken in unnecessary spending

26% have experienced crushed confidence

25% have had decision paralysis

85% of business leaders have suffered from decision distress – regretting, feeling guilty about, or questioning a decision they made in the past year

The massive volume of data and increasing number of sources is creating havoc in the business world. **91%** of business leaders say the growing number of data sources has limited the success of their organizations and **72%** admitted that the overwhelming volume of data has stopped them from making any decision at all.

These challenges are creating a whole new set of problems. **78%** of business leaders believe their organizations first make a decision, then look for data to back it up. **74%** of employees think businesses pull rank, putting the highest-paid person's opinion ahead of data when making decisions, and **24%** feel that most decisions made in business are irrational.

This is ultimately changing businesses relationship with risk. **71%** of business leaders believe their organizations take less risk than they did three years ago.

The top-ranked challenges faced when making organizational decisions:

- #1** Key people not being involved
- #2** Disagreement on the best decision to make
- #3** Lack of agreement on shared data



Business leaders want help from data but don't believe they are set up for success

It's almost unanimous, **97%** of business leaders want help from data. In an ideal world, they want data to help them make better decisions (**45%**), reduce risk (**41%**), make faster decisions (**39%**), make more money (**37%**), and now more than ever, plan for the unexpected (**29%**).

Back in the real world, business leaders often feel overwhelmed and unqualified when it comes to using data. **72%** believe the majority of data available is only truly helpful for IT professionals or data scientists that can interpret and leverage the insights in meaningful ways. **32%** are overwhelmed by analyzing data from so many different sources, and **30%** don't believe they have the analytics background necessary to use their findings effectively.



Having the right type of decision intelligence can make or break the success of an organization

To make matters even worse, many analytics tools are failing them. In fact, **77%** of business leaders say that the dashboards and charts they get do not always relate directly to the decisions they need to make.

This is a huge problem as we heard loud and clear from business leaders that decision intelligence is critical: **93%** believe that having the right type of decision intelligence can make or break the success of an organization.

What we also heard was business leaders value the idea of having multiple sources of data, but only if they can be integrated and managed in an efficient way. **82%** agree that having multiple sources is beneficial to collecting a cohesive data set, but **91%** say the growing number of sources is prohibiting the success of their organization. When asked how it's limiting success, they explained that managing different data sources has required additional resources to collect all the data (**40%**), made strategic decision making slower (**36%**), increased costs by forcing them to manage multiple integrations (**32%**), and if that was not enough, it has introduced more opportunities for error (**26%**).

Using the right data in all the right places

Business leaders know the right data and insights can be a game changer. **94%** believe that when they have the right data and insights they can make better decisions for HR, finance (**94%**), supply chain (**94%**), and customer experience (**93%**).

Specifically, business leaders believe the right data can help them achieve the following benefits:

The right data and insights help HR professionals:

- Improve** performance and efficiency across teams (40%)
- Optimize** the workforce to meet business goals (36%)
- Prioritize** training and development initiatives (34%)
- Retain** and engage employees (33%)
- Explore** what skills exist within the workforce (31%)
- Improve** DE&I (30%)
- Decide** who to hire (29%)
- Align** headcount and budget requirements (28%)
- Support** internal mobility (26%)

The right data and insights help finance professionals:

- Identify** opportunities to reduce costs (44%)
- Manage** risks (43%)
- Generate** accurate revenue targets (41%)
- Create** more accurate forecasts (39%)
- Plan** for different scenarios (37%)
- Optimize** cash flow and working capital (35%)

The right data and insights help customer experience professionals:

- Explore** how to best engage with customers (47%)
- Prioritize** leads (46%)
- Understand** which campaigns to prioritize (46%)
- Improve** sales pipeline (39%)
- Manage** customer service requests (40%)

The right data and insights help supply chain professionals:

- Optimize** profit margins (37%)
- Manage** inventory (36%)
- Understand** where and when to purchase supplies/materials (36%)
- Drive efficiencies** across manufacturing processes and the supply chain (34%)
- Manage** supplier risk and performance (35%)
- Identify** who to partner with for the best cost and quality (35%)
- Incorporate** sustainability practices within the supply chain (33%)
- Ensure** on-time deliveries (32%)

It's time for technology to do the hard work for us

Data needs to be relevant to the decisions we make, or we will give up on it. That might sound dramatic, but **70%** of people are saying that the headache of having to collect and interpret so much data is too much to handle and **21%** have already given up, stating they are going back to making decisions solely based on gut instincts. This is a huge problem as people know that without data their decisions would be less accurate (**44%**), less successful (**27%**), and more prone to error (**39%**).

The situation is so challenging that **64%** of people—and **70%** of business leaders—would prefer for it all to just go away and to have a robot make their decisions.

The message is overwhelmingly clear—our current approach to managing and analyzing data must change. Especially in the business world. The benefits of getting it right span from attracting talent in a difficult job market, to gaining new investors in a tough economic climate.

In fact,

79%

of the people said that an organization that uses technology to make data-driven decisions

- is more trustworthy (79%)
- will be more successful (79%)
- is a company they're more likely to:
 - invest in (76%)
 - partner with (77%)
 - work for (78%)

Is your company using the right technology to capitalize on the collective intelligence of people, process, and machines?

The overwhelming amount of data and decisions we are faced with daily is hurting everything from the way we run our businesses, to our overall health and well-being.

97% of people want help from existing data but believe they don't have the skills to interpret the information in meaningful ways. This is causing decision paralysis in both our personal and professional lives.

On a personal level, this is affecting **85%** of people and manifesting itself in increasing anxiety levels, crushed confidence, and so much more.

And we're seeing this in the boardroom as well. **85%** of business leaders we surveyed suffer from decision distress and **91%** agreed that the growing number of sources has limited the success of their organizations.

Clearly, something's got to give, and that something is how most organizations currently approach managing and analyzing data. What business leaders really need is decision intelligence, connecting data to insight to decision to action. **93%** of business leaders believe that having the right type of decision intelligence can make or break the success of an organization and those stakes are too high to ignore. With its span of capabilities, Oracle is uniquely able to meet this need.



Oracle Cloud helps organizations gain the decision intelligence they need with:

Trust: Oracle Autonomous Data Warehouse provides a trusted data foundation as the world's first and only autonomous database optimized for analytic workloads.

Shared Understanding: The Oracle Analytics Cloud (OAC) provides a single place to define and share the key business terms decision makers need through a semantic model.

Context: Oracle Fusion Analytics supports decisions in context by tying analytics tightly to operational activities – finance, supply chain, workforce, customer experience – in Fusion ERP, SCM, HCM, and CX.

Exploration: OAC helps decision makers answer questions and spot patterns by providing intuitive, augmented exploration, while Oracle Enterprise Performance Management supports what-if and scenario modeling.

Intelligence: In combination with OAC, OCI Data Science capabilities support decision augmentation through built-in ML and AI models that are trained to find patterns in data that humans simply can't.

Actionability: OAC connects insights and action via its native action framework.

Automation: Oracle Integration captures and automates decisions through decision modeling and processing.

Organizations that develop a new approach to managing and analyzing data, one that helps their teams understand how decisions are made, evaluated, managed, and can be improved, stand to eradicate decision dilemmas, enhance their overall success, and improve employees' well-being.

It's time to make sure your organization has the decision intelligence it needs to be successful.

Learn how Oracle can help.

Connect with us

Call **+1.800.ORACLE1** or visit **oracle.com**. Outside North America, find your local office at: **oracle.com/contact**.



blogs.oracle.com



linkedin.com/company/oracle



twitter.com/Oracle



Copyright © 2023, Oracle and/or its affiliates. All rights reserved. This document is provided for information purposes only, and the contents hereof are subject to change without notice. This document is not warranted to be error-free, nor subject to any other warranties or conditions, whether expressed orally or implied in law, including implied warranties and conditions of merchantability or fitness for a particular purpose. We specifically disclaim any liability with respect to this document, and no contractual obligations are formed either directly or indirectly by this document. This document may not be reproduced or transmitted in any form or by any means, electronic or mechanical, for any purpose, without our prior written permission. Oracle, Java, MySQL, and NetSuite are registered trademarks of Oracle and/or its affiliates. Other names may be trademarks of their respective owners.



Global Study: 70% of Business Leaders Would Prefer a Robot to Make Their Decisions



NEWS PROVIDED BY

Oracle →

19 Apr, 2023, 04:00 ET

- *85% of business leaders have suffered from decision distress – regretting, feeling guilty about, or questioning a decision they made in the past year*
- *72% admit the sheer volume of data and their lack of trust in data has stopped them from making any decision*
- *94% have changed the way they make decisions over the last three years; 97% want help from data*

LONDON and AUSTIN, Texas, April 19, 2023 /PRNewswire/ -- **Oracle CloudWorld Tour** -- People feel overwhelmed and under qualified to use data to make decisions and this is hurting their quality of life and business performance, according to a new study – **The Decision Dilemma** – by Oracle and Seth Stephens-Davidowitz, New York Times bestselling author. The study of more than 14,000 employees and business leaders across 17 countries found that people are struggling to make decisions in their personal and professional lives at a time when they are being forced to make more decisions than ever before.

The number of decisions we are making is multiplying and more data is not helping

People are overwhelmed by the amount of data and this is damaging trust, making decisions much more complicated, and negatively impacting their quality of life.



- 74 percent of people say the number of decisions they make every day has increased 10x over the last three years and as they try to make these decisions, 78 percent are getting bombarded with more data from more sources than ever before.
- 86 percent say the volume of data is making decisions in their personal and professional lives much more complicated and 59 percent admit they face a decision dilemma – not knowing what decision to make – more than once every single day.
- 35 percent don't know which data or sources to trust and 70 percent have given up on making a decision because the data was overwhelming.
- 85 percent of people say this inability to make decisions is having a negative impact on their quality of life. It is causing spikes in anxiety (36 percent), missed opportunities (33 percent), and unnecessary spending (29 percent).
- As a result, 93 percent have changed the way they make decisions over the last three years. 39 percent now only listen to sources they trust and 29 percent rely solely on gut feelings.

Decision distress is creating organizational inertia

Business leaders want data to help and know it is critical to the success of their organizations, but don't believe they have the tools to be successful which is eroding their confidence and ability to make timely decisions.

- 85 percent of business leaders have suffered from decision distress – regretting, feeling guilty about, or questioning a decision they made in the past year – and 93 percent believe having the right type of decision intelligence can make or break the success of an organization.
- 97 percent want help from data. In an ideal world, they want data to help them: make better decisions (44 percent), reduce risk (41 percent), make faster decisions (39 percent), make more money (37 percent), and plan for the unexpected (29 percent).
- In reality, 72 percent admit the sheer volume of data and their lack of trust in data has stopped them from making any decision at all and 89 percent believe the growing number of data sources has limited the success of their organizations.
- Managing different data sources has required additional resources to collect all the data (40 percent), made strategic decision making slower (36 percent), and introduced more opportunities for error (26 percent).
- Business leaders do not believe that the current approach to data and analytics is addressing these challenges. 77 percent say that the dashboards and charts they get do not always relate directly to the decisions they need to make and 72 percent believe most data available is only truly helpful for IT professionals or data scientists.
- Business leaders know this needs to change. They believe the right data and insights can help them make better HR (94 percent), finance (94 percent), supply chain (94 percent), and customer experience (93 percent) decisions.

Data needs to be relevant to the decisions people make or they will give up on it

Collecting and interpreting data has driven people to their breaking point at a time when the stakes are incredibly high for business leaders.

- 70 percent of people say the headache of having to collect so much data and interpret it is too much for them to handle.
- This is particularly evident in the business world. 78 percent of business leaders say people often make decisions and then look for the data to justify them, 74 percent of employees believe businesses often put the highest paid person's opinion ahead of data, and 24 percent feel that most decisions made in business are not rational.
- The situation is so challenging that 64 percent of people – and 70 percent of business leaders – would prefer for all these difficulties to just go away and to have a robot make their decisions.
- Despite their frustrations with data in their personal and professional worlds, people know that without data their decisions would be less accurate (44 percent), less successful (27 percent), and more prone to error (39 percent).
- People also believe that an organization that uses technology to make data-driven decisions is more trustworthy (79 percent), will be more successful (79 percent), is a company they're more likely to invest in (76 percent), partner with (77 percent), and work for (78 percent).

Supporting Quotes

"People are drowning in data," said Seth Stephens-Davidowitz, data scientist and **author of Everybody Lies and Don't Trust Your Gut**. "This study highlights how the overwhelming amount of inputs a person gets in their average day -- internet searches, news alerts, unsolicited comments from friends -- frequently add up to more information than the brain is configured to handle. People are tempted to throw out the confusing, and sometimes conflicting, data and just do what feels right. But this can be a big mistake. It has been proven over and over again that our instincts can lead us astray and the best decision-making is done with a proper understanding of the relevant data. Finding a way to get a handle on the stream of data at their fingertips, to help businesses distinguish between the signal and the noise, is a crucial first step."

"When our drivers are racing at more than 200 miles per hour, they have to make critical decisions very quickly. The correct race strategy decisions like when to pit and which tires are best for the conditions on the track can mean the difference between winning and losing," said Christian Horner, Team Principal and CEO at Oracle Red Bull Racing. "With Oracle Cloud Infrastructure, our team can take advantage of data by running billions of race strategy



simulations during a Grand Prix weekend, ensuring that we make the best decisions in response to the performance of the cars, changes happening on the track, and the actions of our competitors during the race."

"As businesses expand to serve new customers in new ways, the number of data inputs they need to get the full picture expands too. Business leaders that make critical decisions about how to manage their companies ignore that data at their own risk," said T.K. Anand, executive vice president, Oracle Analytics. "The hesitancy, distrust, and lack of understanding of data shown by this study indicates that many people and organizations need to rethink their approach to data and decision making. What people really need is to be able to connect data to insight to decision to action. With our span of connected cloud capabilities, ranging from foundational data management, to augmented and applied analytics, to our suite of operational applications, we are uniquely positioned to meet this need."

Methodology

This global sample of 14,250 people were surveyed in January 2023. In each country, the sample represented employees and business leaders, including titles such as President, CEO, Chairperson, C-Level Executive, CFO, CTO, Director, Senior Manager, HR Manager, and other select leadership roles, confirmed by consumer-matched data accessed via the global insights platform Prodege. Employee samples were calibrated, where possible, to reflect the age and gender demographics of the nation's workforce.

DKC Analytics conducted and analyzed this survey with a sample procured using the Pollfish survey delivery platform, which delivers online surveys globally through mobile apps and the mobile web along with the desktop web. No post-stratification has been applied to the results.

Additional Resources

- [Learn more about Oracle Analytics](#)
- [Learn more about Oracle Fusion Analytics](#)

About Oracle

Oracle offers integrated suites of applications plus secure, autonomous infrastructure in the Oracle Cloud. For more information about Oracle (NYSE: **ORCL**), please visit us 

at www.oracle.com.

About Oracle CloudWorld Tour

Oracle CloudWorld Tour is Oracle's global celebration of customers and partners. Join us to discover the insights you need to tackle your biggest business challenges, build your skills, knowledge, and connections, and learn more about our cloud infrastructure, database, and applications from the people that build and use them. For live keynotes, session details, news and more visit oracle.com/cloudworld-tour or oracle.com/news.

Trademarks

Oracle, Java, MySQL and NetSuite are registered trademarks of Oracle Corporation. NetSuite was the first cloud company--ushering in the new era of cloud computing.

SOURCE Oracle