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THE IMPACT OF ATTENTION DEFICIT HYPERACTIVITY DISORDER ON DECISION-MAKING IN MANAGERS

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Abstract. This study investigates the influence of Attention-Deficit/Hyperactivity Disorder (ADHD) on managerial decision-making through a systematic theoretical and analytical framework. The research aims to identify how core ADHD symptoms—specifically inattention, impulsivity, and hyperactivity—affect executive functions that are critical for leadership effectiveness in organizational settings.

The study employs a qualitative research design based on an integrative literature review and comparative analysis of empirical findings in neuropsychology, cognitive science, and organizational leadership studies. Conceptual analysis is applied to examine the relationship between ADHD-related executive dysfunction and managerial competencies, including strategic planning, risk assessment, prioritization, and emotional regulation. In addition, the paper analyzes high-pressure decision-making contexts to determine how cognitive overload interacts with ADHD symptomatology.

A strengths-based analytical approach is incorporated to evaluate evidence regarding hyperfocus, creative problem-solving, and innovative thinking as potential leadership assets. The study further synthesizes intervention-based research, assessing the effectiveness of Cognitive Behavioral Therapy (CBT), executive coaching, structured decision-making models, time-management frameworks, and technological support systems in improving managerial performance.

The findings systematize both risk factors and adaptive mechanisms associated with ADHD in leadership roles and propose an evidence-informed model for supporting neurodiverse managers. The article contributes to the development of an inclusive leadership paradigm by integrating deficit-oriented and strengths-based perspectives within contemporary organizational research.

Keywords: ADHD, leadership, decision-making, inattention, impulsivity, hyperfocus, executive functions, neurodiversity, creativity, attention deficit

Introduction.

Attention Deficit Hyperactivity Disorder (ADHD) is a prevalent neurodevelopmental disorder characterized by symptoms of inattention, hyperactivity, and impulsivity. Affecting approximately 3–4% of adults worldwide, ADHD significantly influences cognitive processes essential for effective management and leadership roles [3][6]. In professional settings, managers with ADHD may encounter unique challenges in decision-making; however, they also possess the potential for heightened creativity and innovation when their condition is appropriately managed [1].

This article explores the impact of ADHD on managerial decision-making, analyzing how core symptoms interfere with executive functions necessary for leadership. By examining the effects of inattention and impulsivity in high-pressure environments, we aim to elucidate the specific hurdles faced by managers with ADHD. Furthermore, we discuss strategies to support these individuals, enhance their decision-making capabilities, and promote inclusive workplace practices that recognize and leverage their strengths.

Effects of ADHD Symptoms on Managerial Decision-Making. Inattention and Impulsivity. Inattention and impulsivity are fundamental symptoms of ADHD that can substantially impair a manager's decision-making abilities. The inattentive subtype of ADHD manifests as persistent difficulty in sustaining focus, overlooking critical details, organizational challenges, susceptibility to distractions, and forgetfulness [2]. These symptoms may lead managers to miss essential information, commit errors, and struggle with following complex directives, thereby hindering their effectiveness in overseeing operations and making informed decisions.

Impulsivity, characterized by hasty actions without adequate forethought, further complicates managerial functions [3]. Managers exhibiting impulsive tendencies may make rapid decisions without fully evaluating potential outcomes, potentially jeopardizing organizational objectives. The interplay of inattention and impulsivity can result in a decision-making style that is reactive rather than strategic, posing risks in environments that demand careful analysis and planning.

High-pressure environments amplify the challenges associated with ADHD symptoms. Managers with ADHD may find it particularly difficult to filter relevant information and prioritize tasks under stress. The cognitive demands of such settings can exacerbate inattentiveness and impulsivity, leading to procrastination or precipitous decision-making [4]. The cognitive overload experienced by individuals with ADHD transforms routine managerial decisions into arduous mental tasks, increasing the likelihood of suboptimal outcomes.

Structured approaches can mitigate these difficulties. Techniques such as decomposing complex decisions into smaller components, imposing time constraints to prevent overanalysis, and employing decision-making frameworks (e.g., decision matrices) can enhance focus and deliberation [4,457]. Additionally, external supports, including consultation with colleagues and utilizing technological tools, can provide guidance and reduce the cognitive load associated with decision-making in high-pressure contexts.

Improving executive functioning is crucial for managers with ADHD to enhance their decision-making abilities. Executive functions encompass problem-solving, planning, impulse control, and organizational skills. Personalized strategies tailored to an individual's specific challenges can maximize strengths and address weaknesses associated with ADHD. Cognitive Behavioral Therapy (CBT) is an effective intervention that helps individuals recognize and interrupt unhelpful thought patterns, fostering skills necessary for effective leadership [2].

Supportive team members, such as executive assistants who understand the manager's cognitive profile, can play a vital role in maintaining focus and organization. Practical tools, including workbooks designed to improve executive functioning, offer structured exercises to enhance working memory, emotional regulation, and impulse control. These resources, combined with leveraging inherent strengths like creativity and hyper-focus, can significantly improve managerial performance.

Research materials. Behavioral therapies are instrumental in helping managers with ADHD develop adaptive behaviors and coping mechanisms. Techniques to minimize distractions, such as creating a conducive work environment and limiting electronic interruptions, are essential for maintaining concentration. Establishing regimented routines provides structure, aiding time management and task completion [5,402].

Self-awareness is another critical component. Managers benefit from identifying their stress thresholds and emotional triggers, which enables them to anticipate challenges and implement proactive strategies. Feedback from colleagues and professional coaching can facilitate this process, enhancing their ability to navigate high-pressure situations effectively.

Effective time management is a common hurdle for managers with ADHD. Implementing structured schedules and routines can significantly improve productivity and reduce the propensity for distraction. Techniques such as breaking tasks into smaller, manageable steps, prioritizing activities, and setting clear deadlines are beneficial. Utilizing technology, such as calendar apps and task management software, can assist in organizing responsibilities and reminding managers of critical deadlines.

Emphasizing the development of executive function skills related to time management and organization is imperative. By experimenting with different strategies and being patient during this process, managers can discover methods that align with their cognitive style, ultimately enhancing their efficiency and decision-making capabilities.

Creating an inclusive workplace that supports managers with ADHD involves recognizing and valuing neurodiversity. Organizations can implement reasonable accommodations, such as flexible scheduling, quiet workspaces, and access to organizational tools. Encouraging open communication about ADHD reduces stigma and fosters an environment where managers feel supported.

Education and training on neurodiversity for all employees promote understanding and acceptance. By focusing on individual strengths, such as creativity and enthusiasm, organizations can leverage the unique contributions of managers with ADHD. Providing clear expectations, regular feedback, and mentorship programs further supports these managers in their roles [4].

ADHD can be reframed as a source of considerable energy and creativity in managerial roles. The hyperactivity and hyper-focus associated with ADHD can translate into high levels of enthusiasm and the ability to immerse deeply in tasks. Managers with ADHD often exhibit innovative thinking and are adept at unconventional problem-solving.

By channeling this energy effectively, managers can drive innovation and motivate their teams. Strategies include aligning tasks with areas of interest to capitalize on hyperfocus, setting challenging goals to maintain engagement, and embracing a dynamic work style that accommodates their need for stimulation. Organizations that recognize and harness these attributes can benefit from the unique perspectives and drive that managers with ADHD bring to their roles.

- **Embracing Hyperfocus for Productivity.** One of the hallmark features of ADHD is the ability to enter a state of hyperfocus on tasks that are stimulating or of high interest [3]. Managers can be trained to channel this intense concentration toward high-priority projects. Techniques include:

- **Identifying Passion Projects:** Encouraging managers to align their responsibilities with areas they are passionate about increases the likelihood of entering hyperfocus states, leading to enhanced productivity and creative problem-solving.

- **Task Structuring:** Breaking down larger projects into engaging, manageable tasks can help maintain interest and focus over time.

- **Leveraging Creativity and Innovative Thinking.** Individuals with ADHD often exhibit heightened creativity and a propensity for out-of-the-box thinking [4]. Training programs can help managers capitalize on these strengths by:

- **Creative Problem-Solving Workshops:** Participating in workshops that foster innovative thinking can refine the ability to generate novel solutions to organizational challenges.

- **Brainstorming Sessions:** Facilitating environments where spontaneous idea generation is encouraged allows managers with ADHD to contribute their unique perspectives effectively.

- **Developing Adaptive Work Styles.** Adapting work environments and practices to suit the cognitive styles of managers with ADHD can enhance their performance. Strategies include:

- **Flexible Scheduling:** Allowing for non-traditional work hours can accommodate periods of peak energy and focus, optimizing productivity.

- **Dynamic Task Management:** Utilizing task management systems that cater to rapid idea generation and shifting attention can help manage workloads more effectively.

- **Energy Management Techniques.** Training managers to harness their abundant energy requires teaching them how to regulate and direct it constructively. Methods involve:

- **Mindfulness and Meditation Practices:** Incorporating mindfulness techniques can improve self-awareness and emotional regulation, helping managers channel their energy purposefully.

- **Physical Activity Integration:** Encouraging regular physical activity can help manage hyperactivity symptoms and improve overall cognitive function.

- Coaching and Mentorship. Personalized coaching can provide managers with ADHD the support needed to translate their energy into effective leadership:
 - Executive Coaching: Working with coaches who specialize in ADHD can help managers develop strategies tailored to their strengths and challenges.
 - Mentorship Programs: Pairing with experienced leaders who understand ADHD can provide guidance, feedback, and role modeling for successful management practices.
 - Skill Development Workshops. Structured training sessions focused on specific skill areas can enhance the capabilities of managers with ADHD:
 - Time Management Training: Workshops that teach prioritization, scheduling, and deadline management can mitigate common challenges faced by individuals with ADHD.
 - Impulse Control Techniques: Learning strategies to pause and reflect before acting helps make more deliberate decisions and reduce impulsivity.
 - Technological Tools and Supports. Utilizing technology can assist managers in organizing their thoughts and tasks:
 - Productivity Apps: Implementing apps designed for individuals with ADHD can aid in task tracking, reminders, and focus enhancement [5, 400].
 - Digital Calendars and Alerts: Setting up electronic alerts ensures important deadlines and meetings are not overlooked.
 - Fostering a Supportive Organizational Culture. An environment that acknowledges and values neurodiversity empowers managers with ADHD to thrive:
 - Open Communication Channels: Encouraging discussions about individual work preferences allows for accommodations that can boost performance.
 - Strength-Based Feedback: Focusing on and rewarding the unique contributions of managers with ADHD reinforces positive behaviors and utilization of their energy.
- Ongoing learning opportunities keep managers engaged and allow them to apply their energetic disposition toward personal and professional growth:
- Educational Seminars: Attending seminars on leadership, innovation, and industry trends can satisfy the desire for new knowledge and stimulation.
 - Professional Networks: Involvement in professional groups provides outlets for idea exchange and collaborative projects.

Conclusion. Attention-Deficit/Hyperactivity Disorder presents a complex duality for managers, posing both challenges and opportunities in the realm of decision-making. While symptoms like inattention and impulsivity can hinder effective leadership, especially in high-stress situations, individuals with ADHD often possess unique strengths that, when properly channeled, can significantly benefit organizations.

The core symptoms of ADHD—inattention, impulsivity, and hyperactivity—can manifest in managerial roles as difficulty prioritizing tasks, impulsive decision-making, and challenges maintaining focus on long-term goals. In high-pressure environments, these challenges can be exacerbated, potentially leading to decreased productivity, strained interpersonal relationships, and suboptimal decision outcomes. For instance, inattention can lead to overlooking crucial details in reports or missing important deadlines, while impulsivity might result in hasty decisions without adequate consideration of potential consequences.

However, it's crucial to recognize that ADHD is not solely a deficit. Individuals with ADHD often exhibit heightened creativity, boundless energy, and an innovative mindset. These traits, when effectively harnessed, can be invaluable assets in managerial roles, fostering a dynamic and forward-thinking approach to problem-solving and leadership. For example, the ability to think outside the box can lead to novel solutions, while high energy levels can drive teams to achieve ambitious goals.

To mitigate the challenges and leverage the strengths of ADHD in management, targeted interventions and support systems are essential. Cognitive Behavioral Therapy can equip individuals with coping mechanisms to manage impulsivity and improve focus. Structured time

management techniques, such as the Pomodoro Technique or the use of task management software, can enhance organizational skills and productivity. Furthermore, creating an inclusive workplace culture that acknowledges neurodiversity and provides accommodations can significantly empower managers with ADHD to thrive. This might include flexible work arrangements, reduced distractions in the workspace, or access to assistive technologies.

By fostering a comprehensive understanding of ADHD's impact on managerial functions, organizations can create an environment where neurodiverse leadership is not only accepted but celebrated. Implementing targeted strategies and cultivating inclusivity can unlock the unique talents of managers with ADHD, ultimately enhancing decision-making processes, driving innovation, and contributing to organizational success.

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ЗЕЙІН ТАПШЫЛЫҒЫ МЕН ГИПЕРАКТИВТІЛІК СИНДРОМЫНЫҢ МЕНЕДЖЕРЛЕРДІҢ ШЕШІМ ҚАБЫЛДАУЫНА ӘСЕРІ

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Андатпа. Бұл зерттеу зейін тапшылығының гиперактивтілігінің бұзылуының (СДВГ) жүйелі теориялық және аналитикалық база арқылы басқару шешімдерін қабылдауға әсерін зерттейді. Зерттеудің мақсаты - СДВГ - ның негізгі белгілері-атап айтқанда, зейінсіздік, импульсивтілік және гиперактивтілік-ұйымдағы Көшбасшылықтың тиімділігі үшін маңызды атқарушы функцияларға қалай әсер ететінін анықтау.

Зерттеу әдебиеттерді жан-жақты шолуға және нейропсихология, когнитивтік ғылымдар және ұйымдық көшбасшылықты зерттеу саласындағы эмпирикалық деректерді салыстырмалы талдауға негізделген сапалы зерттеу әдісін пайдаланады. Тұжырымдамалық талдау СДВГ-мен байланысты атқарушы дисфункция мен стратегиялық жоспарлауды, тәуекелдерді бағалауды, басымдықтарды белгілеуді және эмоционалды реттеуді қоса

алғанда, басқарушылық құзыреттер арасындағы байланысты зерттеу үшін қолданылады. Сонымен қатар, мақалада когнитивті шамадан тыс жүктеме СДВГ белгілерімен қалай әрекеттесетінін анықтау үшін қысыммен шешім қабылдау жағдайлары талданады.

Күшті жақтарға негізделген аналитикалық тәсіл гиперфокус, проблемаларды шешуге шығармашылық көзқарас және әлеуетті көшбасшылық қасиеттер ретінде инновациялық ойлау туралы нақты деректерді бағалау үшін қолданылады. Зерттеу сонымен қатар когнитивті мінез-құлық терапиясының (СВТ), көшбасшылық коучингтің, құрылымдық шешім қабылдау үлгілерінің, уақытты басқару жүйелерінің және басқару тиімділігін арттырудағы технологиялық қолдау жүйелерінің тиімділігін бағалайтын араласуға негізделген зерттеулерді қорытындылайды.

Нәтижелер басшылық лауазымдардағы СДВГ-мен байланысты қауіп факторларын да, бейімделу механизмдерін де жүйелейді және нейродиверсиясы бар басшыларды қолдау үшін дәлелді модельді ұсынады. Мақала заманауи ұйымдастырушылық зерттеулер шеңберінде кемшіліктерге бағытталған тәсілдер мен күшті жақтарға негізделген тәсілдерді біріктіру арқылы инклюзивті көшбасшылық парадигмасының дамуына үлес қосады.

Түйін сөздер: СДВГ, көшбасшылық, шешім қабылдау, назар аудармау, импульсивтілік, гиперфокус, атқарушы функциялар, нейроэртүрлілік, шығармашылық, назар тапшылығы

ВЛИЯНИЕ СИНДРОМА ДЕФИЦИТА ВНИМАНИЯ И ГИПЕРАКТИВНОСТИ НА ПРИНЯТИЕ РЕШЕНИЙ МЕНЕДЖЕРАМИ

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Аннотация. Это исследование исследует влияние синдрома дефицита внимания/гиперактивности (СДВГ) на принятие управленческих решений с помощью систематизированной теоретической и аналитической базы. Цель исследования — определить, как основные симптомы СДВГ — в частности, невнимательность, импульсивность и гиперактивность — влияют на исполнительные функции, которые имеют решающее значение для эффективности руководства в организации.

В исследовании используется качественный исследовательский подход, основанный на комплексном обзоре литературы и сравнительном анализе эмпирических данных в области нейропсихологии, когнитивных наук и исследований организационного лидерства. Концептуальный анализ применяется для изучения взаимосвязи между исполнительной дисфункцией, связанной с СДВГ, и управленческими компетенциями, включая стратегическое планирование, оценку рисков, расстановку приоритетов и эмоциональную регуляцию. Кроме того, в статье анализируются ситуации принятия решений под давлением, чтобы определить, как когнитивная перегрузка взаимодействует с симптоматикой СДВГ.

Аналитический подход, основанный на сильных сторонах, используется для оценки фактических данных о гиперфокусировке, творческом подходе к решению проблем и инновационном мышлении как потенциальных лидерских качествах. В исследовании также обобщаются исследования, основанные на вмешательстве, оценивающие эффективность когнитивно-поведенческой терапии (КПТ), коучинга руководителей, структурированных моделей принятия решений, систем тайм-менеджмента и систем технологической поддержки в повышении эффективности управления.

Полученные результаты систематизируют как факторы риска, так и адаптационные механизмы, связанные с СДВГ на руководящих должностях, и предлагают модель, основанную на фактических данных, для поддержки руководителей с нейродиверсией.

Статья вносит свой вклад в развитие инклюзивной парадигмы лидерства, объединяя подходы, ориентированные на недостатки, и подходы, основанные на сильных сторонах, в рамках современных организационных исследований.

Ключевые слова: СДВГ, лидерство, принятие решений, невнимательность, импульсивность, гиперфокус, исполнительные функции, нейроразнообразие, творчество, дефицит внимания.