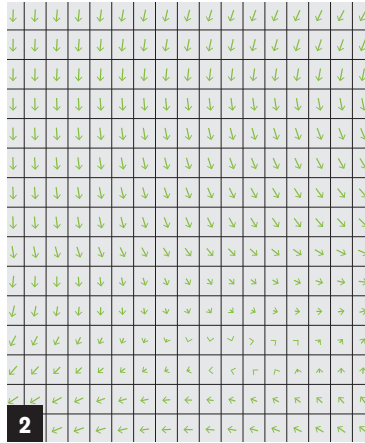
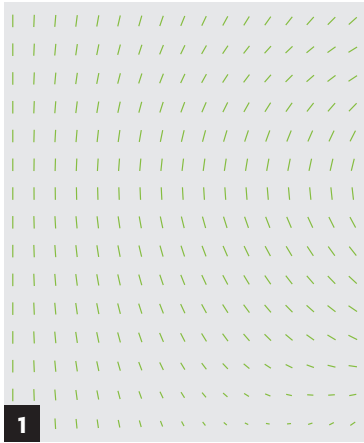
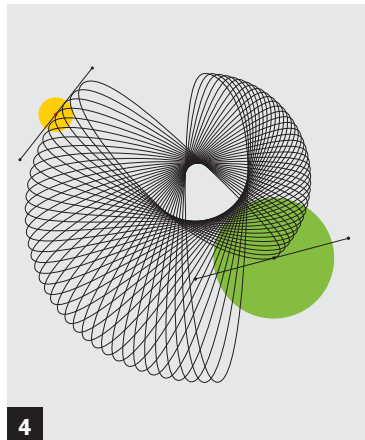
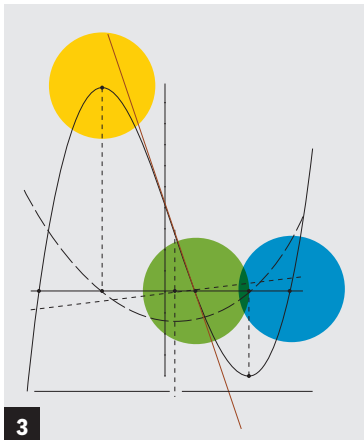


Uncovering our cover

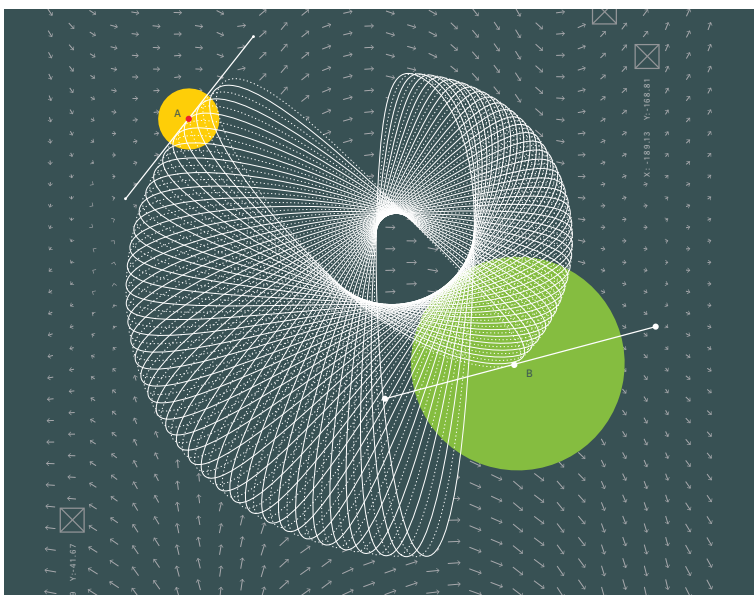
Jim Slatton, associate creative director for Deloitte Insights, shares his decision-making process for designing this issue's cover



- I was asked to interpret the idea of what it means to make decisions in today's business landscape, and the complex set of considerations that now shape those decisions.
- My initial thought was of some sort of domino effect [1], and then that became more of a linear butterfly effect [2] because each decision and outcome is sequential and causes change over time. This resulted in a flowing pattern that showed gradual change.
- However, this wasn't quite right because it showed a linear process, whereas I needed to show more of a decision-making calculus.



- Since calculus is the study of how things are changing and is used to determine where change will happen and at what rate, I was inspired to introduce elements from a mathematical graph. I started with an interpretation of a cubic graph highlighting turning and inflection points [3].
- If we can calculate the future effect of our decisions, it could simplify and remove some of the guesswork. I created a kinetic object with many curves—or decision paths—and then pinpointed two turning points [4].



- A colleague pointed out that the arrows had the appearance of wind currents or the external forces of disruption. And then it just clicked. The combination of directional arrows and the curved spiral structure seemed to effectively represent the real-life challenge of making decisions when multiple factors could influence the outcomes. ●