Why Additional Information Fails to Improve Critical Decisions

A structural resolution

In high-stakes contexts, decision quality is commonly assumed to improve as more information becomes available. Most analytical and governance frameworks are built on this premise.

Observed outcomes show a consistent divergence: beyond a threshold, additional information overloads the data treatment system, degrades signal-to-noise discrimination, and shifts decision processes toward internally self-consistent but externally decoupled stabilization, reducing decisional movement.

The constraint is structural. As information accumulates, the system’s optimization target shifts from outcome selection to consistency preservation. Decision processes stabilize around explanatory completeness, creating a local maximum that cannot be exited from within.

Under these conditions, failure does not result from insufficient data or analytical capability. It emerges when internal consistency is prioritized over accurate assessment and effective action.

As information continues to accumulate, decisions increasingly take symbolic or deferred forms while maintaining internal consistency. Without an external structural reading, trajectory correction becomes unreachable.

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Timestamp (UTC): 2026-01-18T19:25:23Z
Document signature (text SHA-256): 04a3d355d55d2b71