

How lacking something changes how people think.

The documented effects.

Effects

Attention narrows to the scarce resource

Sharper focus on the immediate problem

Reduced capacity for other decisions

Neglect of matters outside the tunnel

Borrowing against the future to cope

Implications

Complex forms fail those with least slack

Deadlines and penalties compound the problem

Simplification helps more than exhortation

Slack in a system is protective, not wasteful

Educational reference. The bandwidth findings in this literature have faced replication challenges; treat effect sizes cautiously.