

Jason Sheasby Breaks Down 4 Key Trends Shaping How People Think and Work

Los Angeles–based trial lawyer Jason Sheasby shares practical insights on clarity, decision-making, and technology in everyday work.



Los Angeles, California Apr 10, 2026 ([IssueWire.com](https://www.issuewire.com)) - Jason Sheasby, a partner at Irell & Manella LLP and founder of TORL Biotherapeutics, is outlining four major trends shaping how individuals process information, make decisions, and operate in increasingly complex environments. Drawing from years of high-stakes trial work, Sheasby focuses on patterns that consistently influence outcomes.

“These trends show up everywhere,” Sheasby said. “In courtrooms, in companies, and in how people make everyday decisions.”

Trend 1: Information Overload Is Reducing Decision Quality

Global data creation continues to grow rapidly, with estimates suggesting the total amount of data doubles every two to three years. At the same time, cognitive research shows that people struggle to process more than a handful of variables at once.

“In practice, more information doesn’t lead to better decisions,” Sheasby said. “It often creates confusion.”

What it means: People perform better when they focus on a small number of key factors rather than trying to process everything at once.

Trend 2: Clear Communication Has to be Matched with Expertise

Research on persuasion and decision-making consistently shows that clarity and structure matter as much as technical depth. Studies have found that audiences retain less than 30% of complex information when it lacks a clear narrative, compared to much higher retention when it is simplified.

“In trials, the side that wins is usually the one that makes the issue understandable,” Sheasby said. “Not the one with the most detail.”

What it means: Being understood is becoming more valuable than being comprehensive.

Trend 3: Decision Fatigue Is a Growing Constraint

Workplace studies report that professionals make hundreds of decisions daily, leading to reduced mental energy and lower-quality decisions later in the day.

“Reducing the number of decisions that need to be made so that the team can focus their attention on that which is most critical defines an effective program.”

Trend 4: Artificial Intelligence Is a Filtering Tool, Not a Replacement

Recent surveys show that more than 70% of professionals now use some form of AI in their work. The most effective use cases focus on organizing and filtering information rather than replacing human judgment.

“AI works best when it reduces noise,” Sheasby said. “It doesn’t replace the need to think.”

What it means: Technology is most valuable when it helps narrow choices and improve clarity.

Your Next 7 Days

- Notice which information you actually retain after meetings or reading
- Track when decision-making feels harder during the day
- Identify where too much information slows you down
- Observe which explanations are easiest to follow

- Pay attention to tools that simplify versus complicate your work
- Reflect on moments when clarity changed an outcome
- Identify one recurring source of distraction or noise

Your Next 90 Days

- Redesign how you explain complex ideas to others
- Build routines that reduce daily decision load
- Evaluate tools based on clarity, not features
- Strengthen consistency in how you communicate and follow through
- Reassess where time is spent on low-value complexity

“These patterns are not about doing more,” Sheasby said. “They’re about focusing on what actually matters.”

Call to Action

Pick one step that stands out to you and start applying it today. Small changes in clarity and focus can have a measurable impact over time.

About Jason Sheasby

Jason Sheasby is a Los Angeles–based partner at Irell & Manella LLP, a founder of TORL Biotherapeutics, and a member of the Pomona College Board of Trustees. He is widely recognized for his work in high-stakes litigation involving complex technology and intellectual property, with a focus on clarity, structure, and disciplined decision-making.

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