

DECISION MAKING, TEAM MONITORING & ORGANIZATIONAL LEARNING



Bearman, C.¹, Brooks, B.², Owen, C.^{2,3}, Stuart, H.⁴, Rainbird, S.¹, & Curnin, S.²

¹ Central Queensland University, Appleton Institute ² University of Tasmania, ³The Learning Organization, ⁴ NSW SES

This project has three main research streams that are

- Providing enhanced methods of making decisions;
- Developing methods to better monitor and modify the behavior of teams
- Identifying the enablers and barriers to organizational learning

WHY ARE WE DOING THE RESEARCH?

- Incidents associated with natural hazards are becoming more complex
- Strategic level emergency management is becoming an ever more sophisticated workplace
- If we are going to expect people to operate in this environment we need to ensure that their skills and tools effectively support them.
- We need to develop the capability of our people to function in these increasingly complex environments now and into the future.
- This project is developing practical tools that can help people to function more effectively in these complex emergency management environments.

WHAT HAVE WE DONE?

- Two tools (EMBAM & TBM) that can enhance operational oversight of teams have been tested in the field (see Ref. 1)
- Strategies that regional coordinators use to identify and recover from teamwork breakdowns have been identified (see Ref. 2)
- Identified differences between how strategic level decision making is prescribed in operational doctrine and how it actually occurs in practice (see Ref 3)
- Recommended potential mechanisms to enhance strategic level decision making (see Ref 4)
- Developed evaluation tools that specifically investigate how decision making can contribute to the enhancement of organisational resilience
- Some of the trade-offs and complexities in assessing organizational learning have been identified (see Ref 5)
- Methods to monitor teams from the position of operational oversight have been identified (see Ref 6)

WHAT ARE WE DOING NEXT?

- NSW SES & CFS will be using the team monitoring tools operationally in 2016-17. Evaluation of the tools will continue to be conducted by the research team.
- Evaluating a number of exercises involving BNHCRC end users and other agencies such as Woodside, Westpac and The Australian Antarctic Division to identify commonalities in strategic decision making and how these can enhance organisational resilience
- QFES will be taking a workshop to implement the strategies for enhanced decision making.
- Interviews will be conducted with end users to unpack tensions and contradictions in organizational learning.

WHERE CAN I FIND MORE INFORMATION?

- **Ref 1.** Bearman, C., Rainbird, S., Brooks, B., Owen, C., & Curnin, S. (2016). Tools for Monitoring Teams in Emergency Management: EMBAM & TBM. AFAC 2016 conference paper. [Come and see our presentation at AFAC!](#)
- **Ref 2.** Grunwald, J. & Bearman, C. (in press). Identifying and Resolving Coordinated Decision Making Breakdowns at the Regional Coordination Level of Wildfire Management. *International Journal of Emergency Management*.
- **Ref 3.** Brooks, B., Curnin, S., Bearman, C., Owen, C., & Rainbird, S. (2016) A Review of Decision-Making in Emergency Management. Submitted Manuscript.
- **Ref 4.** Brooks, B., & Curnin, S. (2016) *Options for development and testing of cognitive decision making tools*. Bushfire and Natural Hazards CRC Report. Melbourne: Bushfire & Natural Hazards CRC. [Come and see our presentation at AFAC!](#)
- **Ref 5.** Owen, C., Brooks, B.P., & Bearman, C., & Curnin, S. (in press). Values and complexities in assessing emergency management response effectiveness. *Journal of Contingencies and Crisis Management*. DOI: 10.1111/1468-5973.12115.
- **Ref 6.** Bearman, C., Rainbird, S., Brooks, B., Owen, C., & Curnin, S. (2016). A literature review of methods for providing enhanced operational oversight of teams in emergency management. Submitted Manuscript.

