TEAM MONITORING, DECISION MAKING & ORGANIZATIONAL LEARNING

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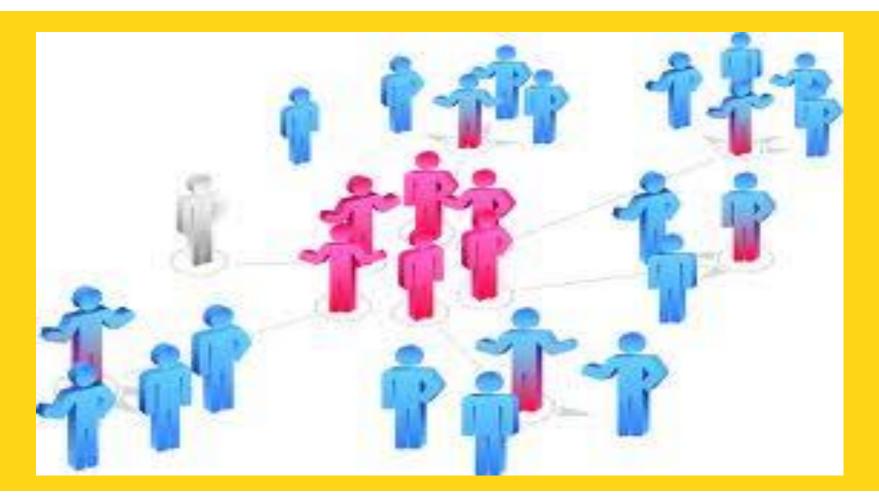2 University of Tasmania
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- Dr Peter Hayes – CQUniversity
- Dr Steve Curnin – University of Tasmania

- **Team Monitoring** – Chris Bearman
- **Decision Making** – Benjamin Brooks
- **Organizational Learning** – Chris Owen

TEAM MONITORING

TEAM MONITORING TOOLS

- Emergency Management Aide Memoire (EMBAM)
- Team Process Checklist (TPC)

WHO CAN USE THEM?

- Team Members
- Team Leaders
- Team Supervisors
- Independent Observers

HOW CAN THEY BE USED?

- As a Health Check
- To Identify Problems
- As a Debrief Tool
- After Action Reviews
- As a Way To Build Better Teamwork

WHEN CAN THEY BE USED?

- Real Time Performance Monitoring
- Reflection During Quieter Times
- After the Incident

HOW CAN I GET THEM?

- Come to the break-out session for more information
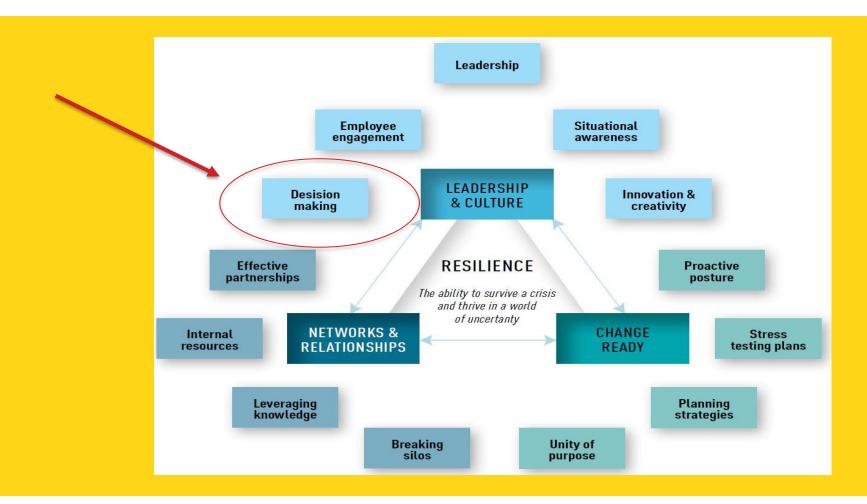- Email me at c.bearman@cqu.edu.au

DECISION MAKING

DECISION-MAKING AS PART OF A BROADER APPROACH TO ORG RESILIENCE

CHECKLIST 1: Decision & Option Analysis

1. **CONFIRMATION BIAS:** Are we favouring intelligence that confirms our understanding or preferred options.

2. **ANCHORING BIAS:** Our decisions can be anchored by early intelligence. Have we assessed credibility of the intelligence to the same standard throughout?

3. **AUTHORITY BIAS:** Have we deferred to or given greater weight to the opinions of people in authority without assessing those opinions rigorously?

4. **AVAILABILITY BIAS:** Are we making decisions based on our previous experience of similar incidents and if so, are these incidents really the same?

5. **CURSE OF KNOWLEDGE:** Have we made efforts to make sure everyone truly understands the decision and reasons for it?

SUMMARY

- From the available literature and our own research a training course in emergency management decision-making has been developed.

- The course is suitable for anyone who makes highly complex, high consequence decisions in these environments.

- A set of checklists (aides memoir) have been developed and are linked to the training modules.

- These have been tested in exercise-based scenarios for their usability.

The next phase of the research (2018-2020) will investigate the challenges around flexibility, creativity and divergent thinking during complex, high consequence decision-making.

Digging deeper into issues such as options analysis and unexpected changes in incident dynamics. Building tools to support decision-making in this space.

ORGANIZATIONAL LEARNING

KEY PURPOSE

- To assist agencies to learn how to learn from experience (their own and other's, including research)

WHY?

- Organisational Resilience = innovation + learning including through utilising evidence to inform practice

- Utilisation of research outputs not taken-for-granted

WHEN UTILISING RESEARCH WORKS WELL IT ENABLES

- the pace of adoption processes to be accelerated
- the number of adoptions possible from conducted research to be increased
- the quality of research implementation to be enhanced
- the use of worthy innovations
- the research effectiveness at agency and sector levels to be demonstrated

WHAT IS HAPPENING NOW?

- Developing a tool for agencies to self-evaluate their own research utilisation maturity

- Developing resources to assist in moving utilisation forward

WHAT IS INCLUDED IN THE SELF EVALUATION FRAMEWORK?

bushfire&natural **HAZARDS**CRC

Element of research utilisation	Definition
Product	The outputs from research available for agencies to utilise
Structure and governance	The organisational processes and structures in place to support utilisation, including role responsibilities and structures for review, monitoring and reporting through the organisation
People	The human resource development in place to support people in their capacity to develop and enhance the skills needed to support utilisation, including research literacy
Culture	The degree to which utilisation is collectively valued within the cultures of the organisation
Support systems and processes	The financial, physical and resources to enable people to be able to make use of research; the policies procedures and doctrine supporting utilisation and the communication and engagement affordances in utilisation participation.

WANT TO KNOW MORE?

- Come to the workshop this afternoon (or tomorrow) on research utilisation and
- Be here early tomorrow morning for an overview of insights so far