

STREAM 2 WORKSHOP 1

Enhanced decision making and emergency management

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slido

SCAN TO PARTICIPATE

CODE: NHRF23

@hazardsresearch

#NHRF23



Decision Making in Emergency Management

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Waa the bringer of fire. Story of
the Wurundjeri people.
Sculpture created by Romanis
Trentham Collaborations Pty Ltd.
2013. Melbourne Museum.
Photo by Chris Bearman.

Overview

- Decision making and non-technical skills
- Analytical and naturalistic decision making
- EMNoTS behavioural markers
- Analysis of decision making in action



“Effective decision making requires sound and timely decisions based on an adequate understanding of the situation; a suitable decision making approach and the appropriate involvement of others in the decision process.”

(Hayes et al., 2021)



Decision making involves selecting one option from several possibilities
(Eysenck & Keane, 2020)

A decision is a point (or incision) contained within a stream of events that seeks to affect the later flow of events in a particular way
(Chia, 1994)



Structured/Analytical Decision Making

1. Canvas a wide range of options
2. Survey full range of objectives
3. Weigh the costs, risk, benefits
4. Search for information to evaluate options
5. Assimilate all information
6. Examine the consequences (positive & negative)
7. Carefully plan to include contingencies

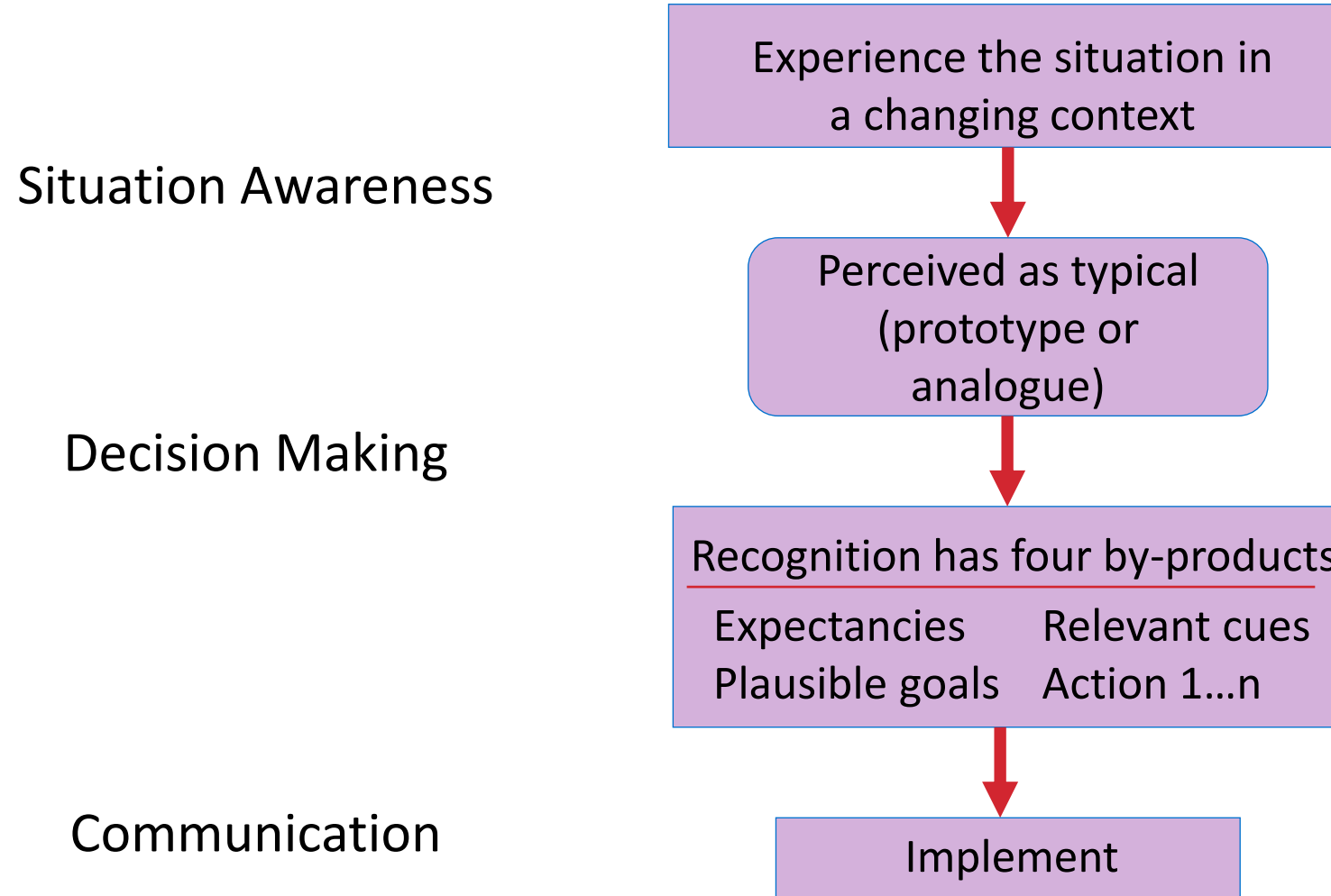
(Janis & Mann, 1977)



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Intuitive Decision Making (RPD)



Decision Making Behavioural Markers

NTS category	Element	Behaviour
Decision making	Sound, timely decisions	<ul style="list-style-type: none">• Decisions are being appropriately prioritised• Decisions are not being made on a timely basis*
	Appropriate decision making approach	<ul style="list-style-type: none">• Appropriate decision making approaches are applied to the situation at hand (e.g., speed vs. thoroughness)• <i>Plans are not readily adjusted as the situation changes*</i>
	Engaging others in decision making	<ul style="list-style-type: none">• Others' ideas and inputs are incorporated into decisions when practicable• There is flexible matching of communication style to the audience• <i>Decisions (and intent) are not clearly communicated*</i>



Situation Awareness Behavioural Markers

NTS category	Element	Behavior
Situation Awareness	Gathering and analysing information	<ul style="list-style-type: none">• Patterns and trends are identified in a timely manner• Team members ask others about the situation to improve their situational awareness• <i>The consequences of the options available are not identified*</i>
	Identifies contingencies, problems and expectations	<ul style="list-style-type: none">• Contingencies are discussed and future potential problems identified• <i>Expectations are not articulated (i.e., goals and potential event evolution)*</i>
	Sharing information and insights	<ul style="list-style-type: none">• Views are shared of the current situation with others• <i>Team members do not effectively participate in team briefing to build and share situational awareness*</i>



Communication Behavioural Markers

NTS category	Element	Behavioural marker
Communication	Effective communication	<ul style="list-style-type: none">• Information is passed on in a timely manner• Information is passed on accurately• Team members ensure that information has been received and understood by others• <i>Inappropriate communication procedures are used*</i>
	Pro-active communication	<ul style="list-style-type: none">• Situation updates are provided• <i>Team members are not providing constructive comments to one another*</i>



Assessing a Team's Decision Making



"Ghostbusters ECTO-1" by relux. is licensed with CC BY-SA 2.0.

Activity: Use EMNoTS to evaluate the performance of the decision making in the video



Use of EMNoTS

- Real-Time Performance Evaluation
- After Action Reviews & Debriefs
- To Build Better Teams



Questions...

