

# DECISION MAKING UNDER PRESSURE & UNCERTAINTY #1

APPLY **LEADERSHIP**, **TEAMWORK**, **DECISION-MAKING** AND **COMMUNICATIONS** (NON-TECHNICAL SKILLS) TO MAKE BETTER DECISIONS

## 8. DEBRIEF

Debrief as a team. Every activity & outcome is a learning opportunity, positive or negative. Don't let the quality of the outcome cloud your view of the decision-making. Use a structured debrief to ensure that nothing is missed, and learning is captured. Lessons identified are not always lessons learned.

## 7. THINK ABOUT THE WIDER SYSTEM

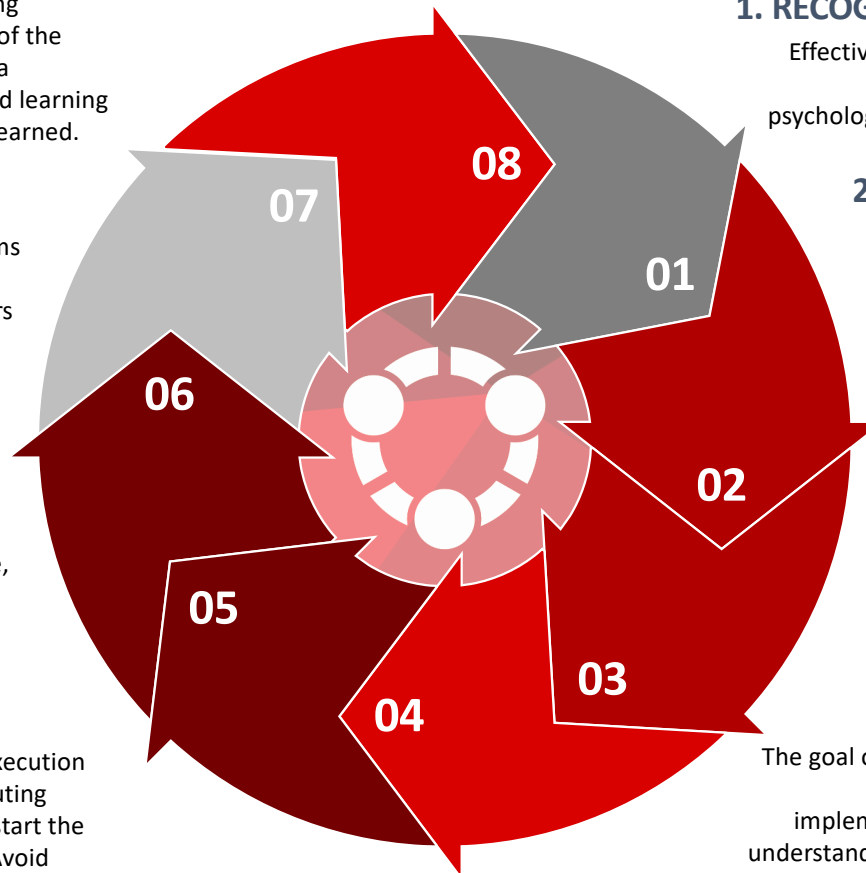
Your team and task will contribute to the wider problems being faced. Siloed operations are rarely effective in complicated and complex situations. Identify connectors within your organisation or the system to better understand co-dependences and interdependencies.

## 6. BE DELIBERATE IN DECISION MAKING

When under stress, we revert to mental shortcuts and biases. In simple situations, this mostly works. When operating in uncertainty, it can lead to errors. Use Time, Diagnose, Options, Decide, Assign, Review Understanding and Results (TDODAR) to provide focus.

## 5. USE CHECKLISTS AND AIDE MEMOIRS

Checklists and aide memoires intentionally slow the execution process thereby reducing System 1 errors. When executing checklists, check the output not the 'selection'. Don't start the next step until you've confirmed output or response. Avoid interruptions, they introduce errors.



## 1. RECOGNISE PERFORMANCE SHAPING FACTORS

Effective leaders and followers recognise those who are under stress and support them. Stressors can be physical, psychological or personal. Use HALT moments to identify issues.

## 2. BE A CURIOUS AND INCLUSIVE LEADER

'Ask questions first and lead second'. When operating in low-stress situations, competent team members don't like direct leadership involvement. However, in uncertainty, get involved, use your experience!

## 3. DEVELOP PSYCHOLOGICAL SAFETY

Reinforce & recognize those who provide an alternate point of view, this will encourage all team members to speak up. Ensure all team members can learn, contribute and challenge. Reduce authority gradient by being vulnerable and authentic. Talk about your concerns and errors you've made. You are human too.

## 4. CREATE A SHARED MENTAL MODEL

The goal of a brief is to create a shared mental model in the team. You may know what needs to be done, but for effective implementation, you need input from the whole team. Do they understand the assumptions and limitations of the task? UNITED or Paradigm's Pre-Job Brief are good examples of a briefing framework. Assign someone to tell you the downside or risks of your plan.

# DECISION MAKING UNDER PRESSURE & UNCERTAINTY #2

EFFECTIVE COMMUNICATION ENABLES **LEADERSHIP**, **FOLLOWERSHIP** AND **TEAMWORK** TO FUNCTION

## 8. HOW TO...DEBRIEF EFFECTIVELY

- Structured debriefs help leader and help team.
- Create psychological safety early on. Talk about an issue/error you have personally had. Focus on the process used to drive results, recognise the process not the results.
- What did we do well? Why? What to improve on? How? Why? and How? are the most important questions for improvement.

## 7. HOW TO...THINK ABOUT WIDER SYSTEM

- Who do you normally interact with? Their issues?
- Consider time; prior to now and into the future and the impact errors/issues might have.
- What 'rules' should we apply for the Complexity domain? Clear, Complicated, Complex or Chaotic?

## 6. HOW TO...BE DELIBERATE IN DM

- When stressed, we often act before thinking!
- Stop, pause, ground yourself. Count/deep breaths.
- Ground the team. Consider using a codeword.
- Ask curious, open questions of the team? e.g. 'What do **you** think is happening and why?'

## 5. HOW TO...USE CHECKLISTS AND AIDE MEMOIRS

- Design checklists based on operational context (time, environment, coupling/dependency with other tasks).
- Take deliberate action using point, touch and verbalise
- Use placeholders where possible.
- If interrupted, go back 2-3 steps or restart.

## 1. HOW TO...PERFORMANCE SHAPING FACTORS

- Ask about HALT (Hungry, Angry/Alone, Late/Lonely, Tired/Thirsty) moments, these are error producing conditions.
- Remind each other to take a break. Keep routines where possible.
- Be explicit with permission for all team members to raise concerns - how you respond will affect the likelihood of the team raising concerns..

## 2. HOW TO...BE A CURIOUS LEADER

- Recognise the situation. Are the team under control?
- Lead with, and ask open, curious questions.
- Understand 'Work as Done', not focus on compliance with 'Work as Imagined'.
- Focus on **what** is right, not **who** is right.
- Observe non-verbal communication to identify disagreement.

## 3. HOW TO...DEVELOP PSYCHOLOGICAL SAFETY

- Include everyone as part of the team. Introduce new team members by first name and role.
- Allow learning to happen and accept failures will happen.
- Use the expertise within the team - cognitive diversity is essential in dynamic situations.
- Provide cover for their candour. Welcome critical dissent.

## 4. HOW TO...CREATE A SHARED MENTAL MODEL

- Use standard briefing format. Helps speaker, helps listener.
- Agree clear and common language to reduce confusion and increase progression of taskwork.
- Ensure clarity of roles and responsibilities. Who, how & what if?
- Brief prior to the task commencing.

