

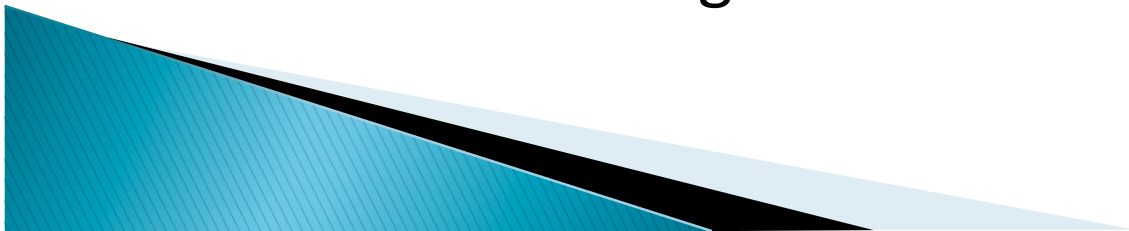
Real People Making Real Decisions

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Curriculum Director
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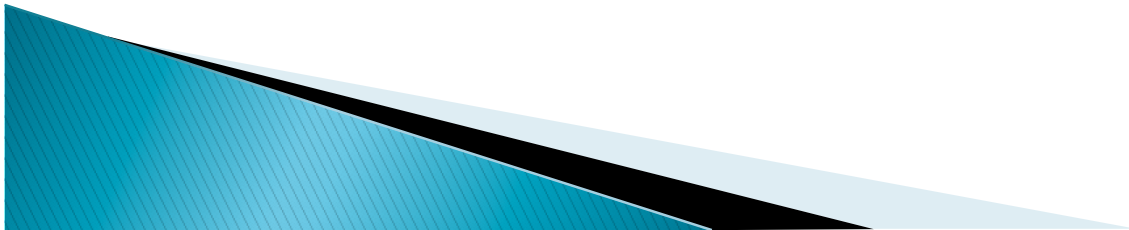
Outcomes

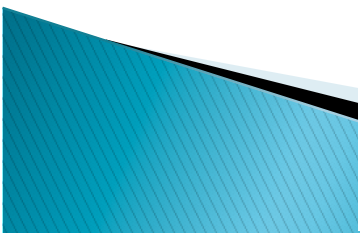
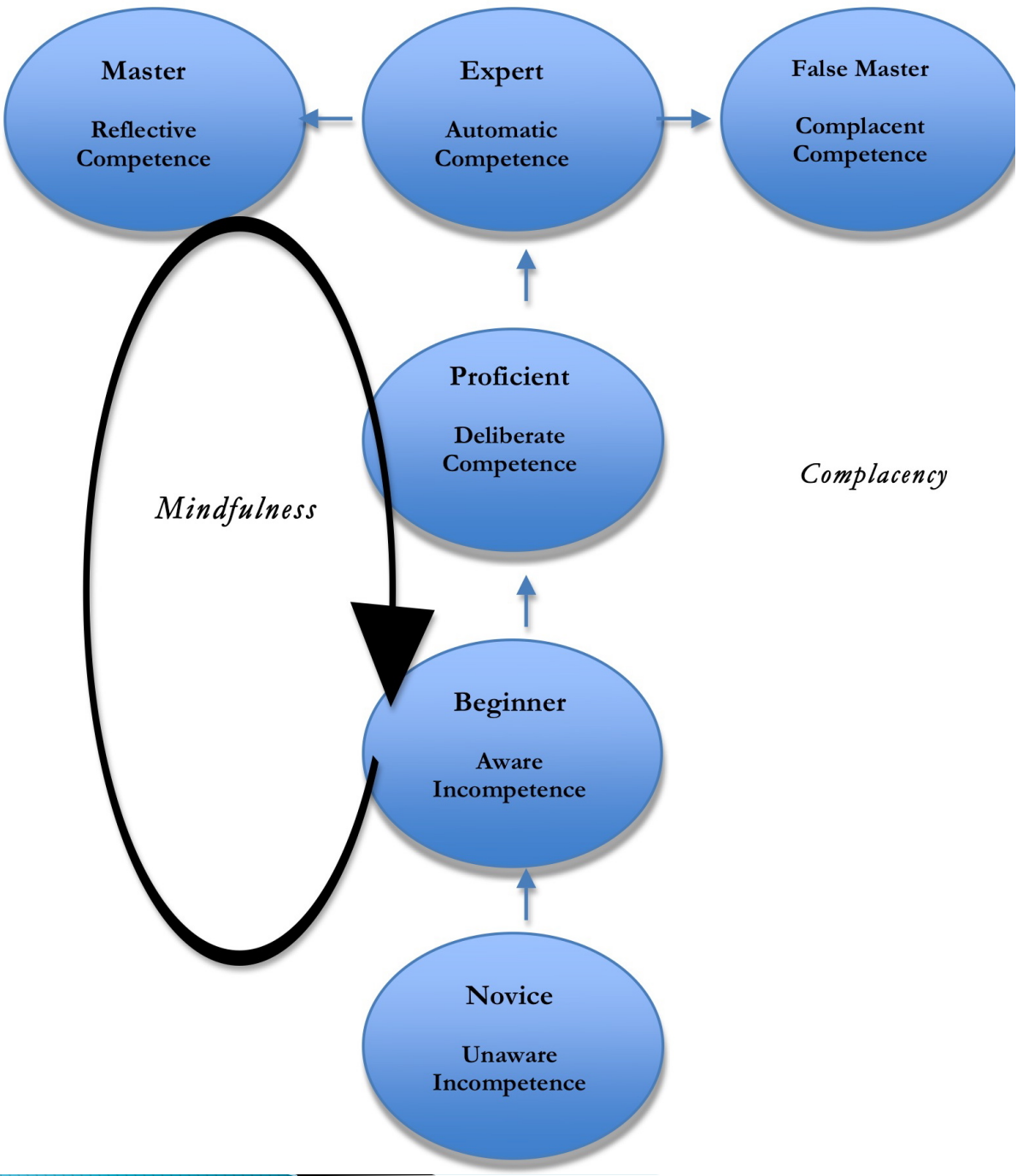
- Decision-making and judgment is the important risk management stuff.
- We have learned a lot about decision-making in recent decades.
- Coaching, common vocabulary and simple structures help navigate a complex topic.
- To help people make decisions with clear observations and understandings of how decisions were made.



Levels of Expertise

Levels of Expertise			
Novice Unconscious Incompetent	Beginner Conscious Incompetent	Competent Conscious Competent	Expert Subconscious Competent





Decision-making Kind v Wicked Environments

Kind

Wicked

Exacting

Lenient

Relevant

Irrelevant

How We Make Decisions

System 1

- Automatic.
- Quick, little or no effort.
- No sense of voluntary control.
- Pattern recognition, heuristics, intuition.

From Kahneman in "Think Fast Think Slow"

How We Make Decisions

System 2

- Effortful mental activities.
- The reasoning self with beliefs and choices.
- Affected by attention and distraction

From Kahneman in "Think Fast Think Slow"

Myths of Decision Making

Decision biases distort our thinking.

- Heuristics and biases help us think.
- Experts use effective heuristics.
- Novices use ineffective or inappropriate heuristics.

From Gary Klein "Streetlights and Shadows"

Myths of Decision Making

Successful decisions rely on logic and statistics instead of intuition.

- Works for well-ordered tasks, some tasks too complex or time sensitive.
- We need both approaches.

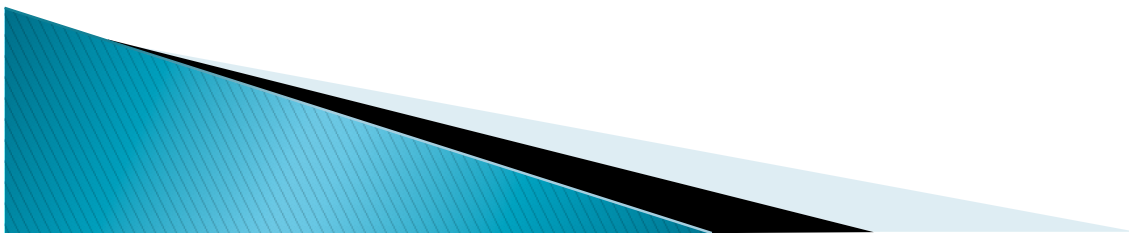
From Gary Klein "Streetlights and Shadows"

Myths of Decision Making

Generate and compare several options.

- Most decisions not made in this manner.
- Analytical method is often an illusion.
- May not work in a complex changing world.

From Gary Klein “Streetlights and Shadows”



Myths of Decision Making

Reduce uncertainty by gathering more information.

- Our ability to gather information has overwhelmed our ability to make sense of it.
- More data often leads to indecision.
- Experts use fewer than five cues to make judgments.

From Gary Klein "Streetlights and Shadows"

Myths of Decision Making

Teach people with feedback on the consequences of their actions.

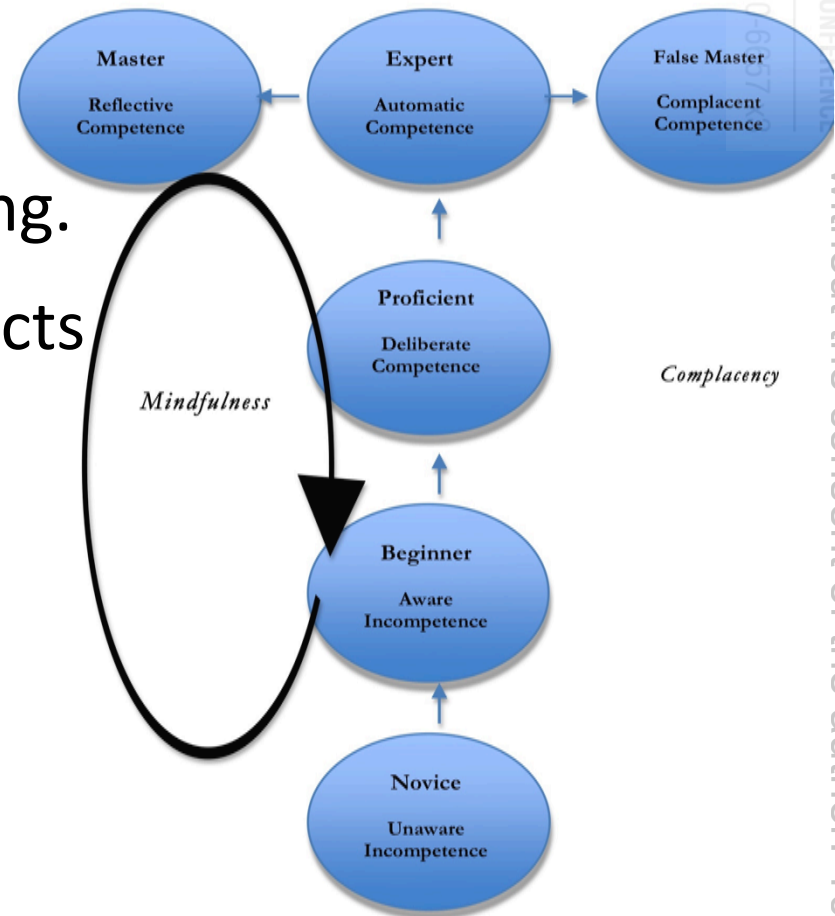
- Feedback works only when the conditions are straightforward. Unfortunately, most of our learning environments are wicked.
- Learn to connect consequences with actions, to sort the relevant and the coincidental causal threads.
- Sense-making is at the heart of decision making.

From Gary Klein "Streetlights and Shadows"

Mindful Practice

The ability to observe ourselves in the midst of the complexity and chaos of the moment.

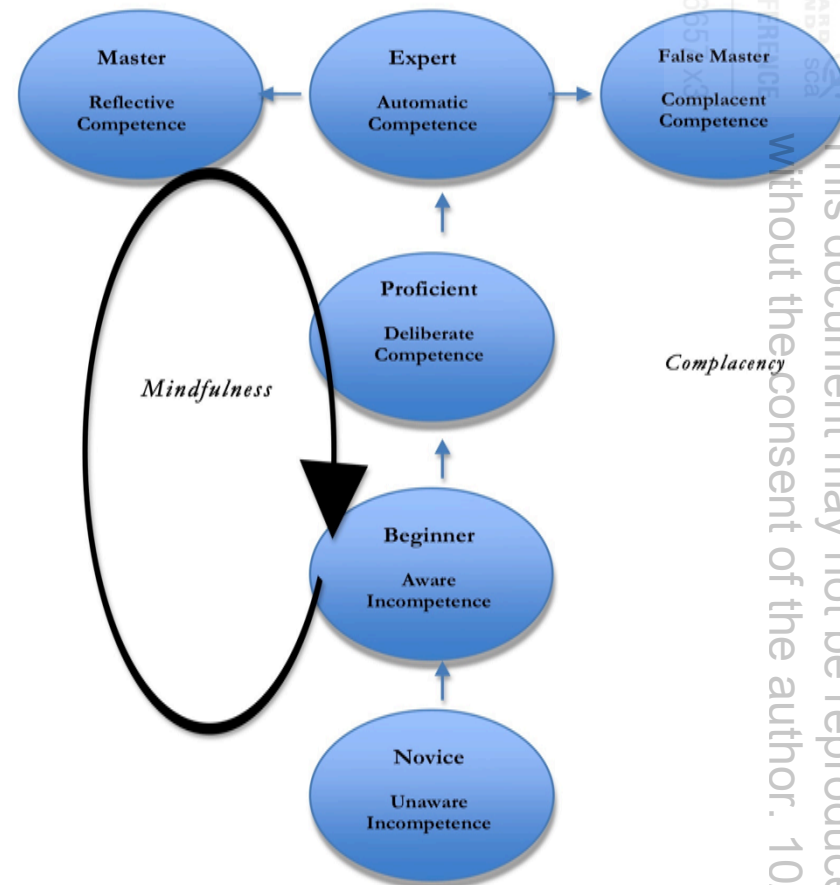
- **Awareness** of *how* we are thinking, observing and feeling.
- **Curiosity** to examine the effects of our actions.
- **Willingness** to use those observations to improve.



Mindful Practice

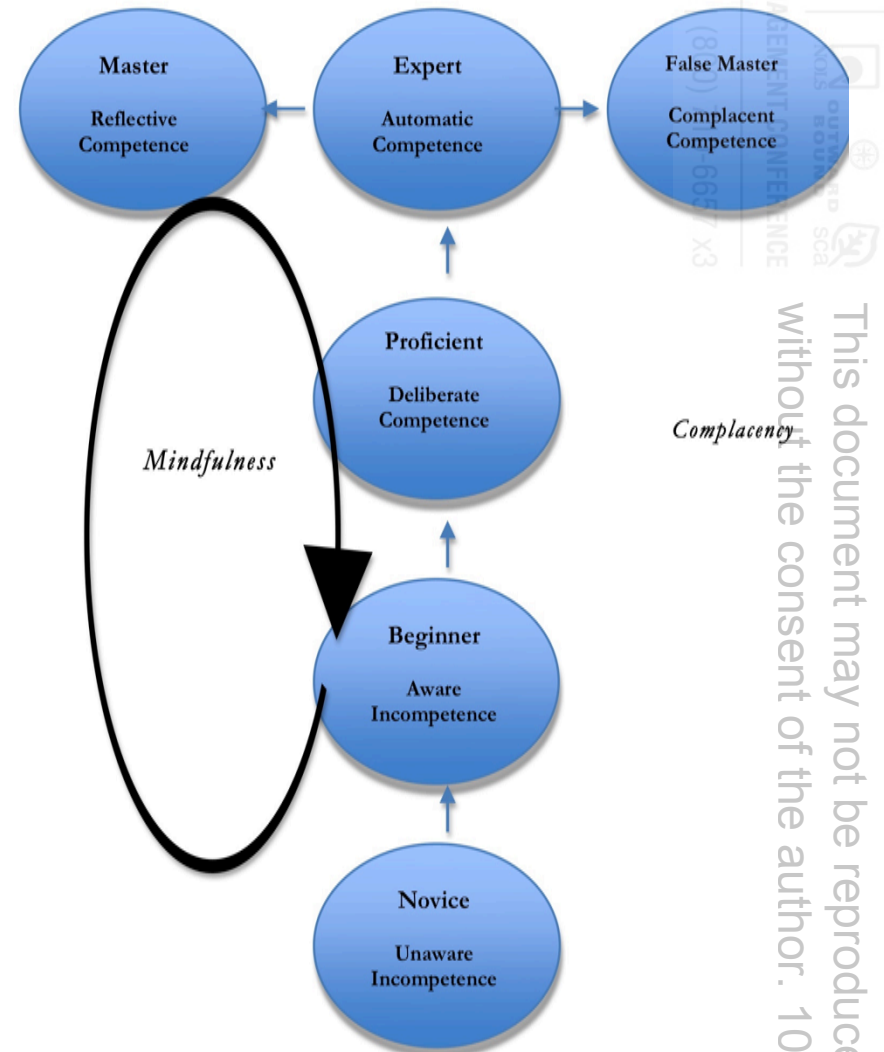
- See the **uniqueness** in a situation.
- See **facts as conditional** and embrace uncertainty.

- Separate interpretations of data from the raw data?
- Did I ignore data?
- What is different?
- Assumptions?
- Biases?



Mindful Practice

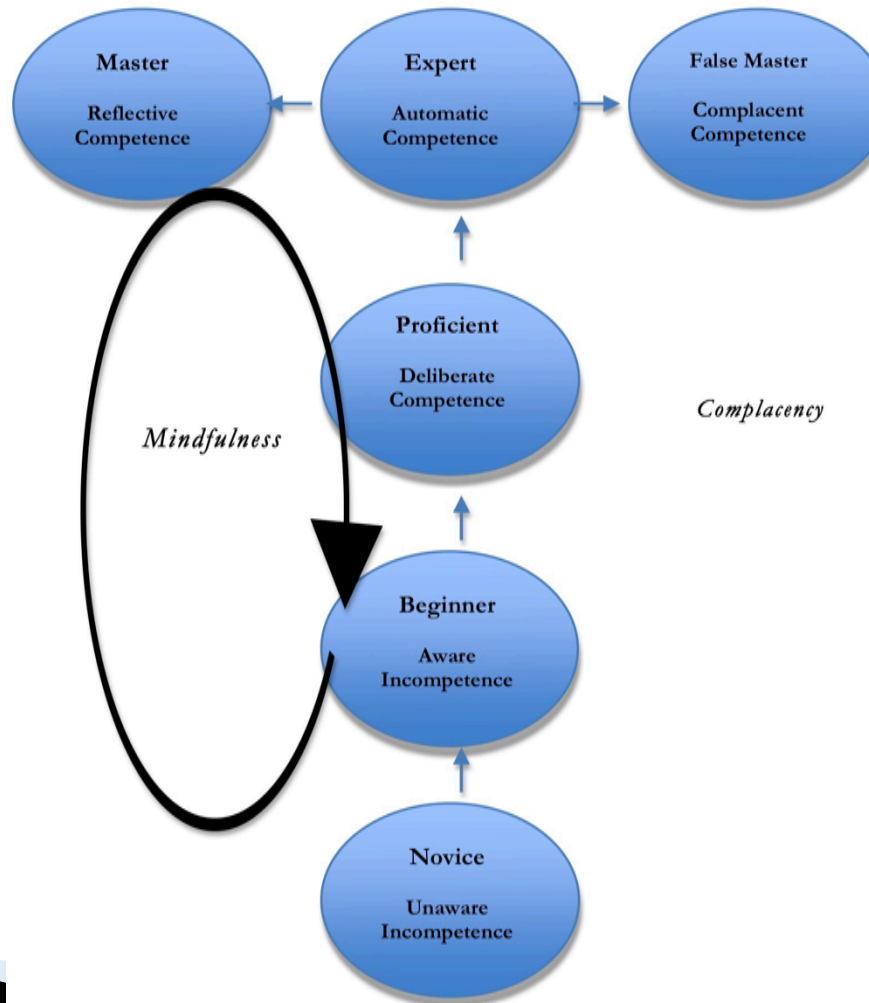
- Multiple and opposing perspectives.
- Be open, curious, flexible and present when faced with anxiety, uncertainty and chaos.
- Rituals.
- Repetitive training.
- Ultimately each leader must prepare in their own way to be calm in crisis.



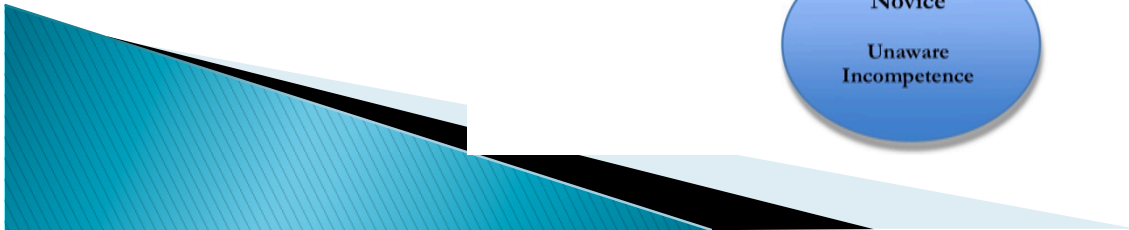
Complacency

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Culture of Apprenticeship

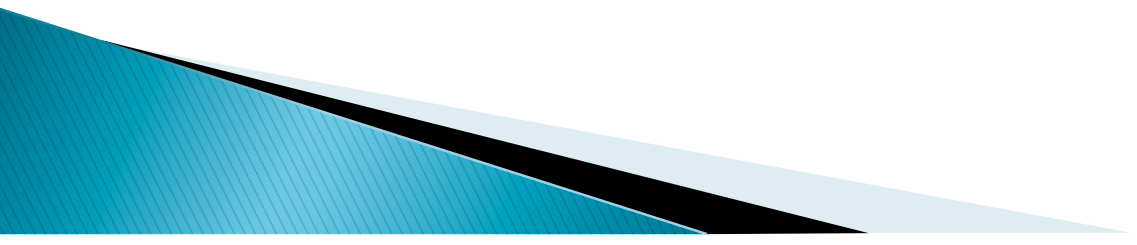


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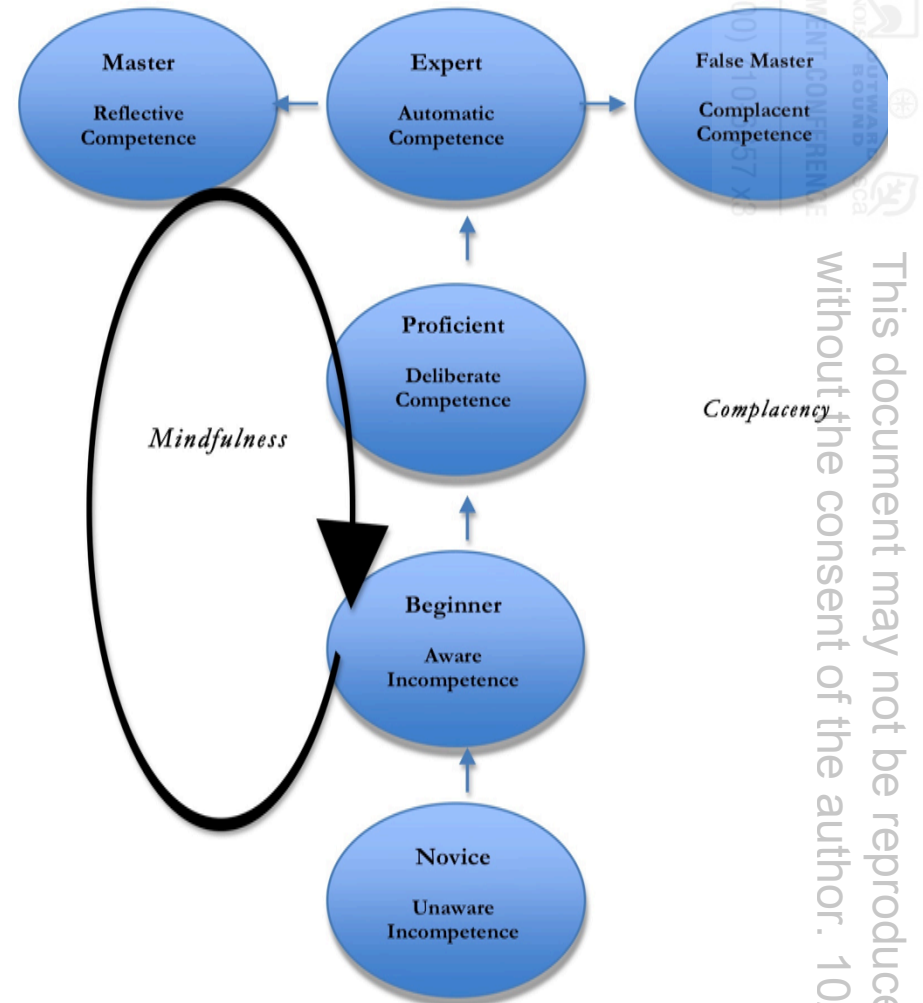
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The end



Mindful Practice

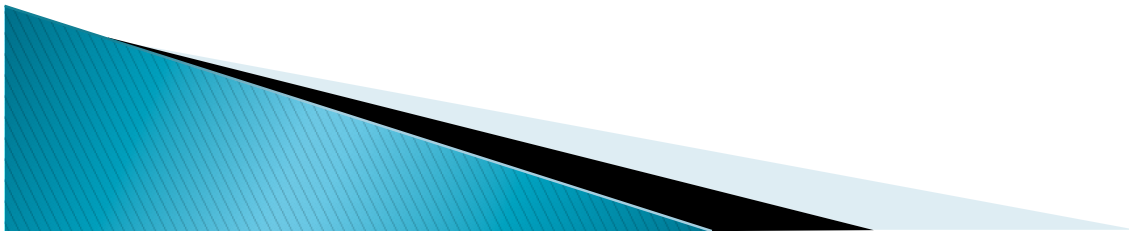
- Identify the information we choose to consider
- its veracity,
- the traps we're staring into,
- and our distractions.



Hazards in Decision Making

"What do I know?"

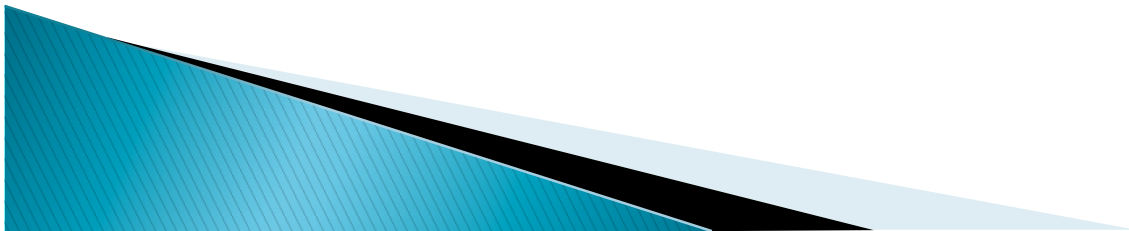
- Incomplete mastery of skills and knowledge.
- The illusion of knowledge.
- Miscommunication.



Hazards in Decision Making

"What did I see?"

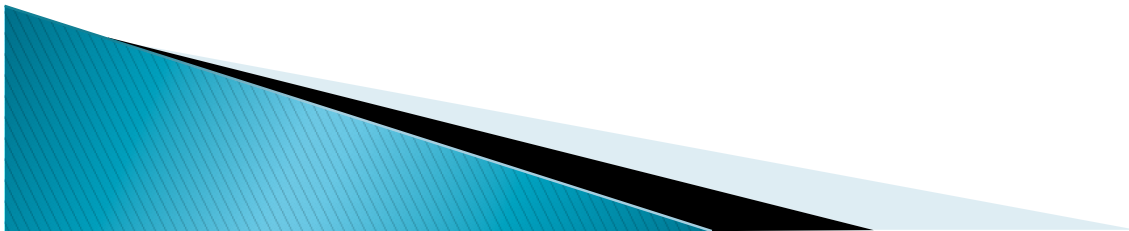
- Pattern Recognition Errors.
- Illusion of Attention.
- Illusory Causation.



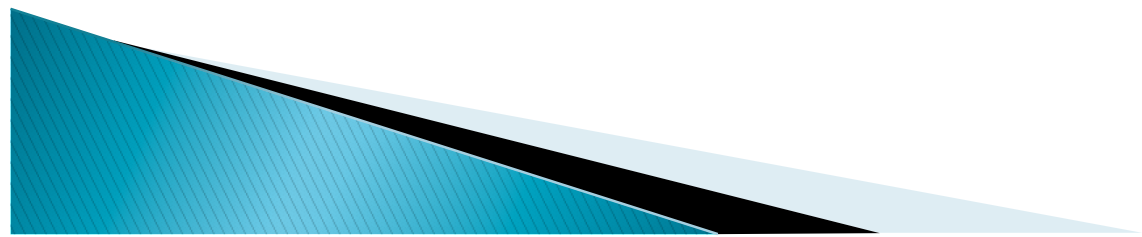
Hazards in Decision Making

"What was I thinking?"

- Selection Bias, Confirmatory Bias
- Premature closure
- Emotional Hooks



The Learning Structure: Kind and Wicked Environments			
Consequence of Errors		Kind	Wicked
	Exacting		<i>Relevant-exacting</i>
Lenient		<i>Relevant-lenient</i>	<i>Irrelevant-lenient</i>
		Relevant	Irrelevant
		Quality of Feedback	



The Learning Environment Kind v Wicked Environments

