TEAM MONITORING, DECISION MAKING & ORGANIZATIONAL LEARNING

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TEAM MONITORING
TEAMWORK

- What a team is (Kozlowski & Ilgen, 2006)
- High performing teams (Salas et al., 2005)
- Processes in teams (Burke et al., 2006; Marks et al., 2001)
- Pre-formed teams (Hayes, 2014)
TEAM MONITORING TOOLS

• Emergency Management Aide Memoire (EMBAM)
• Team Process Checklist (TPC)
DEVELOPMENT OF THE TOOLS

• Iterative Design Cycle
• 3 Data Collection Opportunities
  – 5 Exercises at the Regional Level of Coordination
  – A Severe Weather Event
  – Used Throughout a Fire Season
# TPC - COOPERATION

<table>
<thead>
<tr>
<th>Cooperation</th>
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<tbody>
<tr>
<td>Are team members showing a willingness to work as a team?</td>
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<tr>
<td>Do team members exhibit confidence and trust in fellow team members?</td>
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<tr>
<td>Are team members following team objectives without opting for independence?</td>
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<tr>
<td>Are any team members creating unnecessary conflict?</td>
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<td>Are team members resolving any conflict effectively?</td>
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DECISION MAKING
<table>
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<tr>
<th>Decision concept</th>
<th>Tool being tested or approach taken</th>
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<tbody>
<tr>
<td>Awareness of and an ability to work across the spectrum from intuitive to</td>
<td>Training course to understand decision styles linked with several meta-cognitive tools.</td>
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<td>classically rational decision approaches as the context requires them to.</td>
<td></td>
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<tr>
<td>Balancing the need to record decisions for future reference with the effect</td>
<td>Modified decision-logs to record decisions that map uncertainties and trigger change decisions.</td>
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<td>recording has in creating bias in decision-making.</td>
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<tr>
<td>Monitoring themselves and their teams for evidence of bias or decision errors.</td>
<td>Checklist for biases and decision errors.</td>
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<tr>
<td>Creating psychologically safe decision environments that build and maintain trust</td>
<td>Training course and a simple tool to apply the steps of psychological safety identified by Edmondson (1999).</td>
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</tbody>
</table>
Training Course Structure – paired with the use of checklists

- Best/Worst & Most likely Case Scenario Planning
- Anticipatory thinking
- Managing Pressure, Bias and Situational Awareness
- Building, Maintaining and Retrieving Psychological Safety
“LEARNING LESSONS” IN EMERGENCY MANAGEMENT:
... INCREASING INTEREST--A RELATIVELY NEW PHENOMENON

Search on "learning lessons" and "emergency management"

Search “Proquest”
n=266 publications
Espoused learning - what one “ought” to learn
• An aspirational learning approach - the “creation myth”
• I observed ..therefore-I-must-have ...learned
• Analysis of event where “lessons” are identified by the author and assumed to be learned

Lessons management literature
• Provide accounts of processes at collecting, reflecting, analysing, synthesising
• Setting up lessons management processes
• Also notes the challenges at implementing change

... And finally...
• Why learning is so hard
KOLB’A MODEL OF EXPERIENTIAL LEARNING

- Filtering previous experience
- Doimg
- Acting
- Reviewing
- Noticing
- Concluding
- Sense-making

The experiential learning cycle (Source: A. Y. Kolb & Kolb, 2009)
Practice gets short-changed

Political scrutiny = ADHD

Short time horizons
- hard to sustain commitment long enough

Too Busy-

lessons perishable

can DO culture-

reactive

- near-sightedness

Pattern or aberration?
Is the problem the worker or the work?

Concerns for retribution
MAKING LEARNING STICK

- Embedding roles and responsibilities for learning, review and follow-up
- Developing measure to monitor and measure change
- Making best use of crises when political attention is focussed
- Pay attention to linking learning and practice
- Embed looking for lessons in low complexity low risk events
- Focus also on what needs to be sustained as well as what might have been
- Invest in BETTER training and exercising – FEWER exercises with narrower and sharper objectives

“According to our focus group experts, fixing the weak links in the lessons learning cycle requires that response agencies have a deeper understanding of how to learn.”

CONCLUSIONS AND WHERE TO NEXT!

- Enhanced tools for real time team management
- Enhanced tools to help people make better decisions
- Better understanding of lessons learned