



# Decision Making Under Pressure: New Skills for the New Normal Masterclass



To assist participants to build individual and team capability in making decisions under conditions of high pressure, stress, and uncertainty.

This is a highly interactive, evidence-based, and practical two-day online masterclass. Participants will be introduced to a range of tools to improve their own decisions and those of their teams so they can best meet their obligations and accountabilities as a leader.

The online masterclass focuses on building and maintaining psychological safety for constructive dissent in high pressure environments and the resulting impact on thinking and

decision making. Group dynamics, encouraging multiple perspectives in sense making and recognising and managing drift to unsafe conditions are another focus of the masterclass.

## Audience

The online masterclass is intended for those who make decisions in high pressure environments and who are interested in how to improve their decision making and that of the teams they lead.

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*A variety of tools that enable considered and thoughtful decision making with examples used against real-life scenarios.*

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*The important lessons surrounding psychological safety, team work and thought processes during decision times can be utilised in day to day life, other skills will be great for times of critical decisions*

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## Learning Objectives

### Topic one: The impact of deep uncertainty – implications for disaster decision making

- Examining the features of contemporary events: volatility, uncertainty, ambiguity, and complexity
- The impacts of shifting values, societal norms, individual and group cohesion – turbulence and flux

### Topic two: Decision making under pressure

- The neuroscience of decision making
- The impacts of stress, time compression, and uncertainty on individual and group decision making
- Individual and team error traps
- The fallibility of judging decisions on outcomes

### Topic three: Uncertainty and decision making: new skills and tools

- Tools to assess volatility of an event, monitoring drift and coping ugly
- Features contributing to good leaders making bad decisions
- Identifying red flag conditions

### Topic four: Making sense of decision making under pressure

- Recognising sources of pressure
- Identifying cognitive bias and developing meta-cognitive thinking
- Tools to support individual decision making
- Group dynamics and organisational culture

### Topic five: Building and maintaining psychological safety

- Assessing communication climate and team culture
- Building and maintaining psychological safety for constructive dissent
- Meaning-making and multiple perspectives

### Topic six: Enhancing team decision making

- Elements that undermine and enhance team effectiveness
- Embracing diversity
- Facilitating authorising environments to enhance team capability



# About our facilitators

## CO Dr Christine Owen

Christine Owen's career history spans engagement in academia and industry to help people and organisations engaged in safety critical work to inquire into, learn from and, if needed, change their work practices. Christine has worked with safety critical organisations for over 25 years, including the aviation field, emergency medicine, the fire and emergency services industry and more recently with the Australian Institute of Police Management.

Christine researches and facilitates professional development in the areas of human factors and organisational culture; decision making under pressure; debriefing; and leadership and adversity, as well as coaching and mentoring. She has been engaged by industry in a number of practitioner reviews and evaluations.

Christine is passionate about supporting organisations to utilise research outcomes and establish evidence-informed practice. She contributed to the development of the Emergency Services Professionalisation Standards for Level 3 AIIMS capabilities, including Incident Controller for AFAC and the Leadership Development Framework for Victorian emergency services organisations.

Christine is currently an Associate Professor and Research Fellow in emergency management with the Tasmanian Institute of Law Enforcement Studies (TILES) at the University of Tasmania. She has over 70 publications and has been cited in over 350 peer review publications.

## DP David Parsons

David has a passion for creating world class programs in the organisational resilience areas of risk, crisis decision making, emergency and business continuity management. He has served for more than 40 years with the New South Wales State Emergency Services as a volunteer and paid officer, and as a Regional Emergency Management Officer. He managed Sydney Water's Emergency Management and Counter Terrorism Program, as well as being a member of the Australian Government's Critical Infrastructure Council for 14 years where he wrote the guide to Adversity Leadership.

David is also a Fellow of the Australian Institute of Emergency Services, the Business Continuity Institute, and the Emergency Management Academy of New York, a member of the International Association of Emergency Managers, and an Assessor with the Emergency Management Accreditation Program.

David is an Adjunct Lecturer with the Australian Graduate School of Policing and Security Studies at Charles Sturt University, and a senior fellow with the Joint Centre for Disaster Research at Massey University. He has published a number of publications and handbooks, including *Chaos to Teamwork – a leader's role in crisis*.

David holds a Masters of Emergency Management and degrees in Social Science and Education. David has completed an Emergency Management Fellowship with the Emergency Management Academy in New York, the Leadership in Crises Program with the Harvard Kennedy Business School and the Lessons Learned Staff Officer Course with NATO.