Developing Good Judgement and Decision Making Skills

DR. LOEL COLLINS
UNIVERSITY OF CENTRAL LANCASHIRE, UK.
INSTITUTE OF COACHING AND PERFORMANCE
‘Separated by a common language’
Hyper-dynamic set of situational demands
Performance Development

Personal Development

Experience Development

Judgement and decision making capacity, (Glue)

Personal ability, (independence in the environment)
The candidate has to demonstrate the ability to;

Deal with uncertainty or unpredictable work situations
Solve problems creatively
Demonstrating interpersonal adaptability, cultural adaptability and physical adaptability.
Handle emergencies or crisis situations
Learn new tasks, operate new technologies and procedures
Handle work stresses

No
**CLASSIC DECISION MAKING**  
- Certainty  
- Optimum  
- Linear  
- Logical  
- Rational  
- Time  

**NATURALISTIC DECISION MAKING**  
- Messy/Wicked  
- Ambiguity  
- Best Fit  
- Recognition (RPDM)  
- Rules of Thumb (heuristics)  
- Intuitive  
- Time Pressured  

**SLOW**  

**FAST**
Audit

Naturalistic

Context

Classic
Working culture, philosophy and environment.
The Instructor

Confidence
Ownership
Motivation to achieve
Tolerance of ambiguity
Tolerance of complexity
‘Learnacy’ skills
Openness
Ideas for the Facilitator

Approaches that develop physical and cognitive capacities such as;

- Problem based learning
- Cognitive apprenticeship
- Decision training

Authentic Experiences with groups

- Complexity preservation
- Tough case compression/ scaling proficiency
Concept-case coupling, linking and association making

Proceduralized

Dendritic

Functional units

Loose parts
Ask yourself does the instructor need...

...more options?
...more experience?
...greater understanding of situational demands?
...decision making skills?
Flexibility Focused Queries

What did you do?
How many other ways could you have done this?
Describe them?
What factors would have made you choose one of these?
What would you do if……..?
What did you do?

Stimulate recall
Depth of understanding of activity
Detail of description
A need for greater understanding
How many other ways could you have done this? Describe them?

Number of Options
Depth of understanding (association)
Nuances, detail, nature
Differences in descriptions
Order of options

‘Repetitions of Q1.’
What factors would have made you choose one of these?

Capacity to think
Detail of thinking
Factors that drive the choice
Situational awareness
Situational demands
What would you do if.......?

A realistic option that is process related
Extend the consideration
A situation they haven't considered based on authentic experience
Formative, Flexibility Focused Feedback

...more options?
...more experience?
...greater understanding of situational demands?
...decision making skills?
Summative Focused Feedback

Components

How many options?
Attention to what?
Potential to adapt?

Quality
Potential
The take homes

Complexity, make it as simple as it is NOT simplistic

Approaches that stimulate cognitive and practical skill development

Options and experience and reflection

resourcefulness, reciprocity, resilience