Decision Making and Leadership

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Intensive Care is a relationship based business
Intellectual Candour: tension between vulnerability and credibility.
DECISION MAKING:
RESPONSIVE rather than REACTIVE
Emotional
Social
Attentional
Striatum – Basal Ganglia

Co-ordinated hierarchy that harmonises and works together based on:

- Motivation
- Adaptation
- Routine
Cynefin Framework (ku-nev-in): factors in our environment and experience that influence us in ways we can never understand

HBR A Leaders Framework for Decision Making
Snowden and Boone
Complex
What's it like?
• Flux and unpredictability
• Emergent instructive patterns
• Many competing ideas
Emergent Practice
What to do?
• Probe, Sense, Respond

Complicated
What's it like?
• Cause-and-effect relationships discoverable but not immediately apparent to everyone
• More than 1 right answer possible
Good Practice
What to do?
• Sense, Analyze, Respond

Chaotic
What's it like?
• High turbulence
• No clear cause-and-effect relationships, so no point in looking for right answer
• Many decisions to make and no time to think
Rapid Response
What to do?
• Act, Sense and Respond

Simple
What's it like?
• Clear cause-and-effect relationships evident to everyone
• Right answer exists
Best Practice
What to do?
• Sense, Categorize, Respond

Adapted from David Snowden, The Cynefin Framework, 2007
The Decision is not the end of the story:

- Who will be affected?
- Who needs to know, understand, approve?
- Accountability/Oversight?
- Timeframes?
- Who and How it is REVIEWED?
Be the kind of leader that you would follow.