



MODULE 2: TAKE DECISIVE ACTION



TAKE DECISIVE ACTION

TOPIC	DETAILED INFORMATION	
MODULE BACKGROUND INFORMATION	<p>Resilience Concept: Take Decisive Action</p> <ul style="list-style-type: none"> ➤ Decision making should be a mixture of rational thought and emotion. ➤ Taking decisive action is important. ➤ Removing blockers to decision making. 	<p>Behavioural Safety Concept:</p> <p>Acting on Warning Signs</p> <ul style="list-style-type: none"> ➤ Acting on warning signs prevents accidents ➤ Mitigate culture of denial, group think ➤ Reducing human factors risk ➤ Weighing up economic vs safety risk
MODULE OVERVIEW	<p>Taking decisive action moves an issue forward, and is positive and action-oriented. It is linked to resilience because taking decisive action is empowering, positive and allows a person to take control of a situation instead of it controlling them.</p> <p>Understanding how you make decisions, and what may stop you taking decisive action can be the first step towards developing strategies to manage these blockers and enable you to; make the decision, take action, and move forward. This can be an important factor in improving resilience - gaining confidence in decisive action.</p> <p>In Part One we look at the emotional brain and the rational brain and how they work together to aid decision making.</p> <p>In Part Two, we will take a closer look at what inhibits taking</p>	



TAKE DECISIVE ACTION – EXERCISE ONE

Emotional and Rational Thinking

For this exercise the discussion will be based around either cars or mobile phones, you should decide as a group which one to use. Here is the information you need for this exercise:

Cars



- Subaru Forester
- All-Wheel drive
- 5 star safety rating
- 126 kw horsepower
- Price: #34,667 International Units



- Audi Sports Car
- 4 star safety rating
- 90 kw horsepower
- Price: #29,999 International Units



- Smart Car
- 4 star safety rating
- 45kw horsepower
- Price: #19,900 International Units



- Honda Accord
- 5 star safety rating
- 133 kw horsepower
- Price: #35,429 International Units



Phones



- SAMSUNG
- You can make calls and send SMS
- No contract, just pay for what you use
- #25 International Units



- Free SAMSUNG Galaxy Core Prime
- 5 mega pixel camera
- 4.5 inch display
- Free handset , 300 minutes, 1 GB data, 5000 SMS
- #12.50 International Units a month



- Second hand iPhone 4s
- 16GB SIM-Free, video calling with Face time , voice control
- Choose your own contract
- #90 International Units



- NEW LATEST MODEL Apple iPhone 6s
- 64GB, Gold, Free but #60 upfront
- Unlimited minutes and SMS and 10GB data
- #65 International Units a month



- ★ In your group, list the reasons in the table below as to why you would buy a specific product, either a new car or phone. Try to think about whether these reasons are rational or emotional.

Rational Reasons	Emotional Reasons
<p>These are factual e.g. cost, practicality, utility</p>	<p>These are feelings e.g. I like how it looks</p>





TAKE DECISIVE ACTION – EXERCISE TWO

Blockers and Enablers

INSTRUCTIONS:

1. Choose an example of a time when you had to take decisive action but found it difficult to do so. (use your own or one of the examples on the next page)
2. List what would happen if you take action
3. List what would happen if you don't take action
4. List what where the things that stopped you taking the action, or delayed you taking the action
5. List some ways in which you may be able to overcome those blockers
6. Discuss with the others in your small group.

Describe a time when you had a difficult decision to make.

What would happen if you take action?

What would happen if you don't take action?

What are some of the blockers to taking decisive action?

What could I do to overcome the blockers to me taking decisive action?



EXAMPLES

★ Choose **one** of the following scenarios or your own examples:

Example 1. Crew member requiring help with the job

During the Work plan Meeting for the next day, the crewmember is selected to disconnect the fuel oil transfer pump #2 and move it to the workshop so the machinist can overhaul it. The crew member did the job of #1 pump a few days ago with success. But during the job there were some times that he really needed another pair of hands to do the job safer. He managed but he had a few near misses. Should he mention it now?

Blockers

- No one is really available as everyone is allocated a job for the next day
- The Chief Engineer is really trying to give me better jobs to expand my experience and he might think that I am not capable of doing the job
- They might bring up why I did not stop the job last time and ask for help, I will get reprimanded

Example 2. Higher than Normal Pump Vibration

A pump important to your operations has vibration levels that have trended upwards over the last few weeks, but has not reached alarm status.

Blockers:

- You are not sure if this is a problem
- You don't want to escalate something for no reason
- Taking the pump offline would impact the operations
- Taking the pump offline creates extra work for your co-workers

Example 3. Do I call the Captain

A new Watchkeeping Officer is on the 12-4. It is 0130 and he has been observing all the fishing vessels around him with no problem. But it is getting busier and a lot of them are making sudden course alterations. Should he call the Captain to give him a hand?

Blockers:

- He wants to make a good impression that he is capable of doing his watch
- He does not want to look stupid waking the Captain up for nothing
- There is also pressure not to wake the Captain as he will be on standby later that day and needs his sleep



BLOCKERS TO MAKING DECISIONS AND WAYS OF MANAGING THESE

The purpose of this information is to give you some ideas on how you may be able to overcome blockers to making decisions.

This is not intended to be an exhaustive list, just a starting point. You may wish to add your own ideas or note down some of those put forward during your session.

BLOCKER	OPTIONS TO OVERCOME	COMMENTS
Concern over what may go wrong if the decision is incorrect	List all the things you can think of that may go wrong	Documenting this can help clarify what the issues really are and help you control the process, rather than just feeling anxious but not having a method to deal with it
	Work out how you can monitor for any indication that those things in your list are happening, so you have early warning and can take corrective action	
	If your list is long and the consequences are too serious, it may be good evidence your decision is wrong, so you can use it to help make a better decision	

You don't have enough information to make a decision	List the information you do need and what time frame you need it in so you can make the decision	This process can help you determine if you can safely wait to gather more information or if you really do need to decide now. It can also help to clarify what it is you really need to know before you can make a decision
	If you are unable to get the information or cannot get it quickly enough, work out if you can make the decision without that information and what will be the risks	
	If there are risks, work out how you can manage those risks - write them down so you have a clear plan for managing the decision and the risks	
	Work out also the risks of NOT making the decision in a timely manner, this can help you determine whether you need to make the decision now before you have all the information, or can	



BLOCKER	OPTIONS TO OVERCOME	COMMENTS
<p>You are worried about looking like an idiot if the decision is wrong</p>	<p>Consider discussing the options with others, especially those who may need to help you implement the results of the decision, as that way you can test your ideas and also get buy in from those who matter</p>	<p>You do need to be accountable for your decisions, and if you are worried you could look foolish if the decision is wrong, this can be tough.</p> <p>Remember though - you don't need to do it alone!</p>
	<p>If you have a mentor, discuss with them your concerns</p>	
<p>You just don't know whether to make a decision at all</p>	<p>List what will happen if you make the decision, and what will happen if you don't make the decision, to determine what will deliver the worst outcome</p>	<p>You can actively decide to take no action - that is OK. You just need to do this deliberately.</p>
	<p>Determine if the issue is whether you don't have enough information to make the decision, or you are not really clear what it is you are making the decision <i>about</i> - this can help direct your enquiries for further information</p>	
	<p>Then either decide to take action or deliberately decide not to, but at least you are being decisive!</p>	
<p>You have a feeling , a "red flag of warning", that the decision is wrong</p>	<p>Think carefully about why you may be feeling like this, or talk to a friend or colleague about it. This can be an important alert.</p>	<p>Important - don't ignore this feeling!</p> <p>This can be an important warning sign as it is your emotional brain alerting you that there could be a problem.</p>
	<p>List the reasons that you have come up with as to why you may be feeling uncomfortable about the decision; this may help clarify why you feel this way.</p>	
	<p>Test the decision with others who are familiar enough with the circumstances to understand the implications of your decision - do they also feel uncomfortable with it?</p>	