London
4 October 2018

DROMORE HOUSE
C O N S U L T I N G

Creating exceptional

crisis team performance

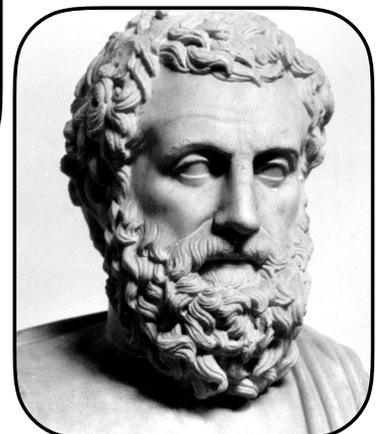# Dennis Flynn OBE MSc MBCI

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The Nobel Laureate

and

The Greek Philosopher

an unlikely double act

Psychological Resilience

the ability

to

adapt and sustain high performance

in

challenging conditions

Professor Karen Reivich,
University of Pennsylvania

an effective crisis team

a group of people

able to sustain high performance in unexpected and challenging conditions

and adapt contingency plans

to successfully deliver a shared vision of success

crisis team performance

resilient thinking

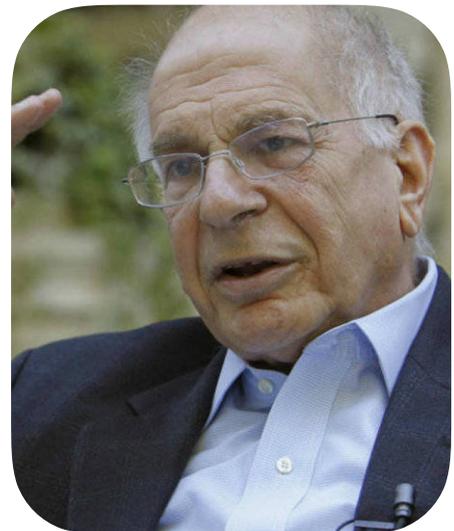**team dynamics**

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thinking styles

System 1: Intuition

some are innate - others can be learned

System 2: Deliberate

allocates energy to thinking that requires effort

Professor Daniel Kahneman, Princeton University

Bias	Trap	Examples in Action
Anchoring	Disproportionate Attention	The first point raised in a meeting gets disproportionate attention, just because it is the *first* point raised
Sunk Cost	Justifying Decisions	We find it hard to stop a failing workaround because we've put so much effort into it *already*
Confirmation	Selective Evidence	We approve a contingency based on intuition - and then **spend time finding 'evidence'** to show the decision is 'rational'
Framing	Wrong Question	**Viewing a decision as a binary** "either/or" when really there are multiple alternatives

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resilient thinking

Anti-Bias Crisis Decision-Making

1. What are the **facts**?

2. What **assumptions** should be made?

3. What does this mean in terms of **impacts**?

4. What **timelines** influence when we need to make decisions?

5. What is the desired **End State**?

6. What are the **Priority Tasks**?

7. **What else do we need to know**, and by when?

8. What needs to be **communicated**, to whom and when?

What are the problems with this?

Time Consuming?
Unusual?

Project Aristotle: Predictors for High Performance Teams

Team Dynamics

Can we take risks on this team?

How is this different to trust?

- Psychological Safety
- Dependability
- Clarity
- Meaning
- Impact

Explicitly recognise the uncertainty of the situation

Acknowledge own fallibility and seek help

Model curiosity by asking lots of questions

Team Connectedness

Team Dynamics

relationship quality

relationship survival

responding to good news

Active - Constructive Responding

Team Dynamics

	Constructive	Destructive
Active	**Enthusiastic Support (e.g. "That's great news! Tell me more!")**	Quashing the Event (e.g. "What a nightmare! I don't envy you")
Passive	Quiet, Understated Support (e.g. "That's nice")	Ignoring the Event (e.g. "Listen to what happened to me!")

Source: Reivich & Shatte (2002)

Implications for Crisis Readiness

Team Dynamics

Resilient Thinking

Use psychology research findings to shape crisis team processes

Understand ways in which team cohesion can be promoted

Think about deep-dive decision-skills training.