



CONFERENCE 2019

*Coaching Better Every Day:
Shaping the Future*

Leader's 101 Decisions

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What is this workshop about?

- Outdoor leaders regularly make judgements and decision with the intent of building a conducive and safe climate for learning and development on outdoor programmes. Participants in these programme could learn technical skills like kayaking and climbing as well as develop their inter- and intra-personal values and beliefs.
- Fundamentally, their awareness of how these decisions are made place them in a position for improvement and growth. This is likewise applicable for sport coaches.
- Through a hands-on session, participants become aware of how they—as leaders—make decisions and make judgement calls. They would be introduced to models of decision-making and methods to refine their judgement call.

By the end of the workshop

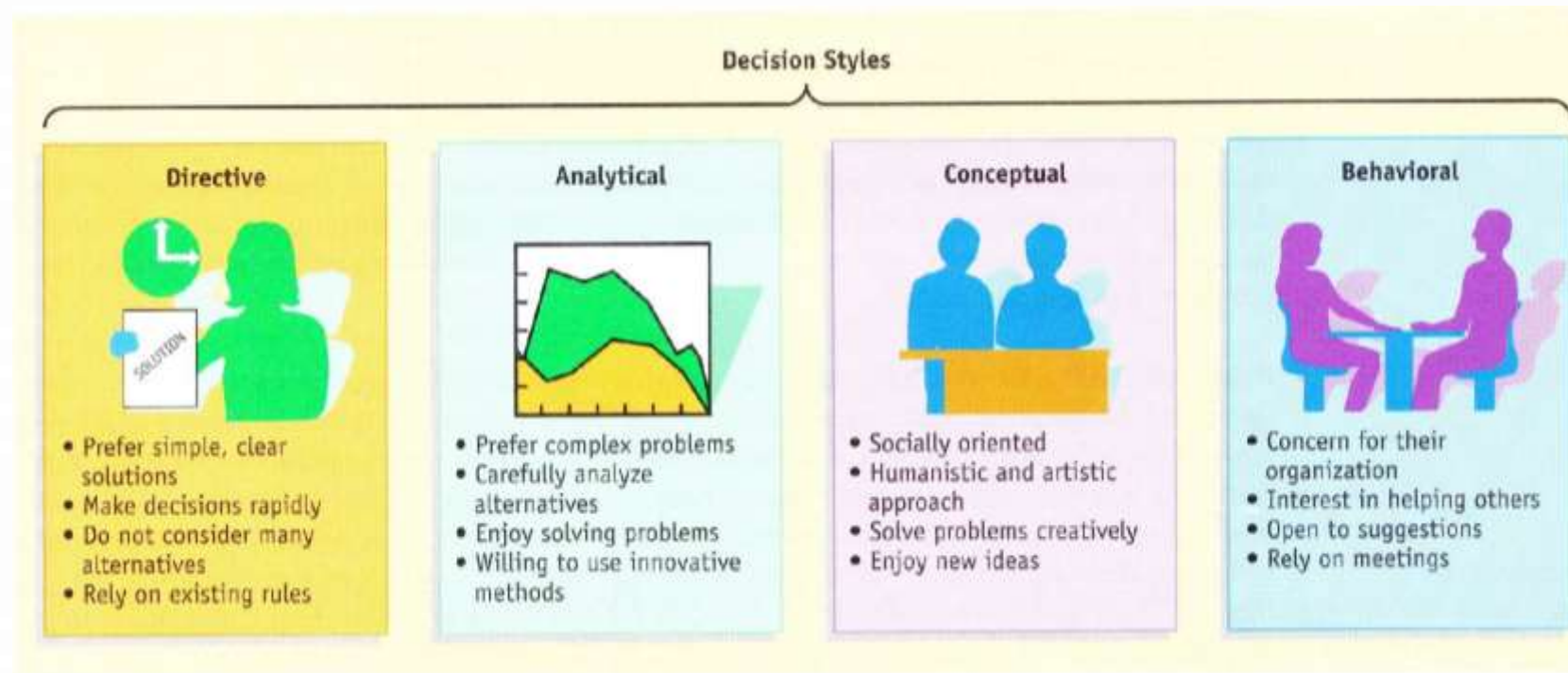
- What style(s) are we inclined to use when making decision?
- How does an outdoor leader hone his/her judgement and decision-making skills?
- What makes a decision good?
- What are the different types of decision-making methods?
- What are the different types of decision-making strategies?

A Coach's Dilemma

Activity

What style(s) are we inclined to use when making decision?

Decision Style Model



Source: Behaviour in Organizations 10th Ed by Jerald Greenberg

How does a outdoor leader hone his/her judgement and decision-making skills?

Environment

- Experience in variety of environments and seasons with varying conditions of intensity

Stress

- Realistic opportunities for students to lead peer in stressed or non-stressed situations e.g. stimulation exercises

Participants

- Experience participants with varying abilities and disabilities

Awareness

- Reflect and evaluate both experiences of success and failure.
- Leader discussion and case studies

Leaders

- Experience under variety of leaders who serve as role models and mentors

Participants' own decisions

- Opportunities for processing student-led experiences with emphasis on the student leaders' decision-making process

What makes a decision good?

Characteristics of a good decision

- ✓ Produce 'optimum value' consistently?
 - What are your values behind the decision made?
 - What is your process in making the decision?
- ✓ Deliver 'good outcome' ?
- ✓ Be of an expert's decision?

What are the different types of decision-making methods?

**Leader
decision**

**Consensus
decision**

**Voting
decision**

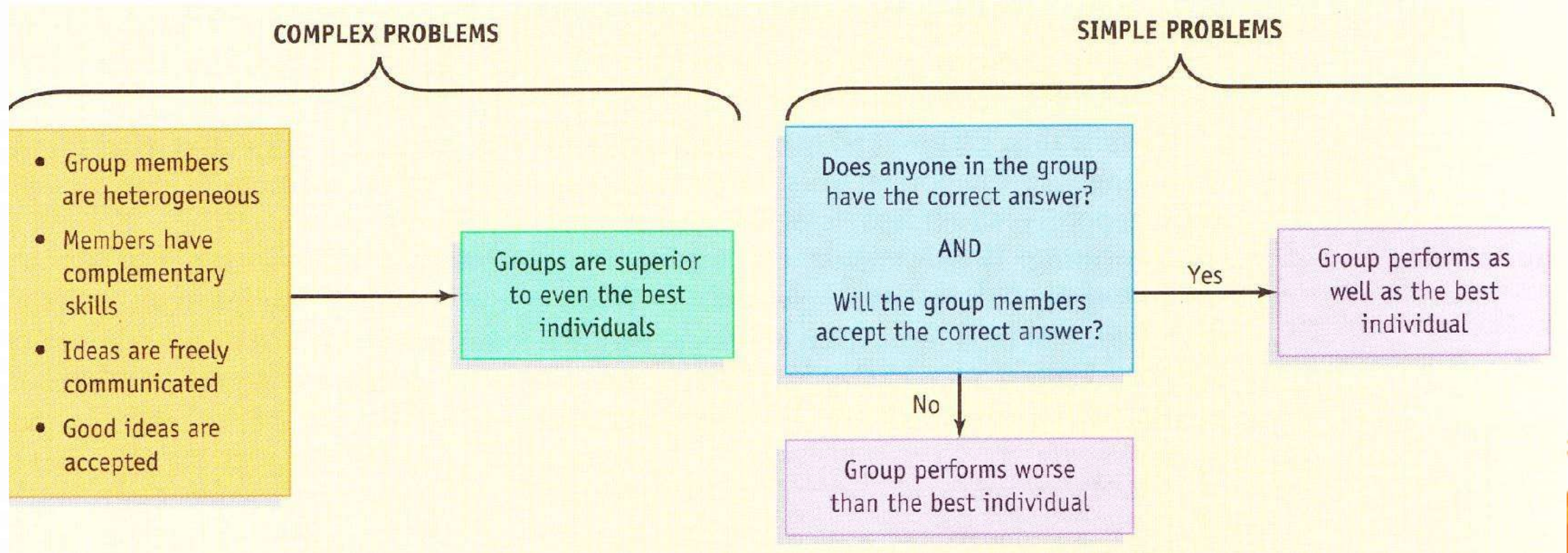
Arbitration

Chance

Compromise

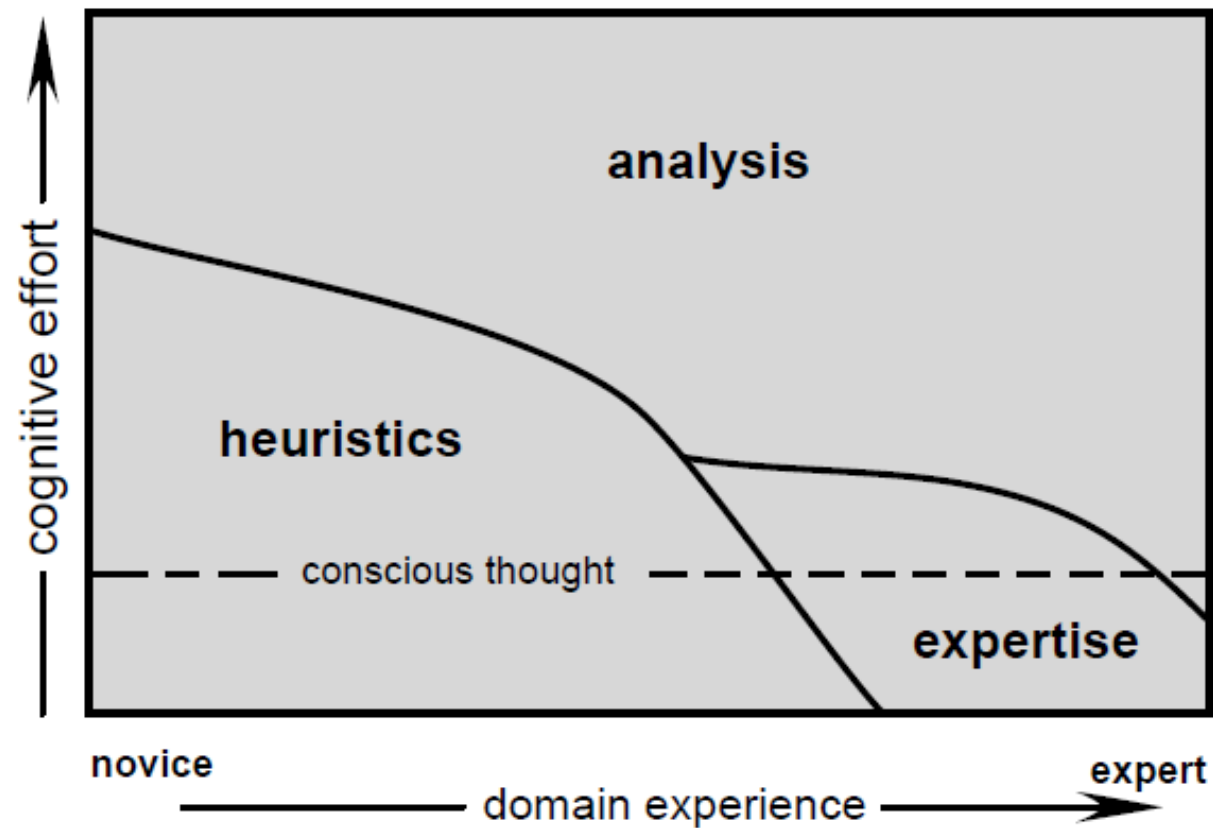
Expert

When Are Groups Superior to individual



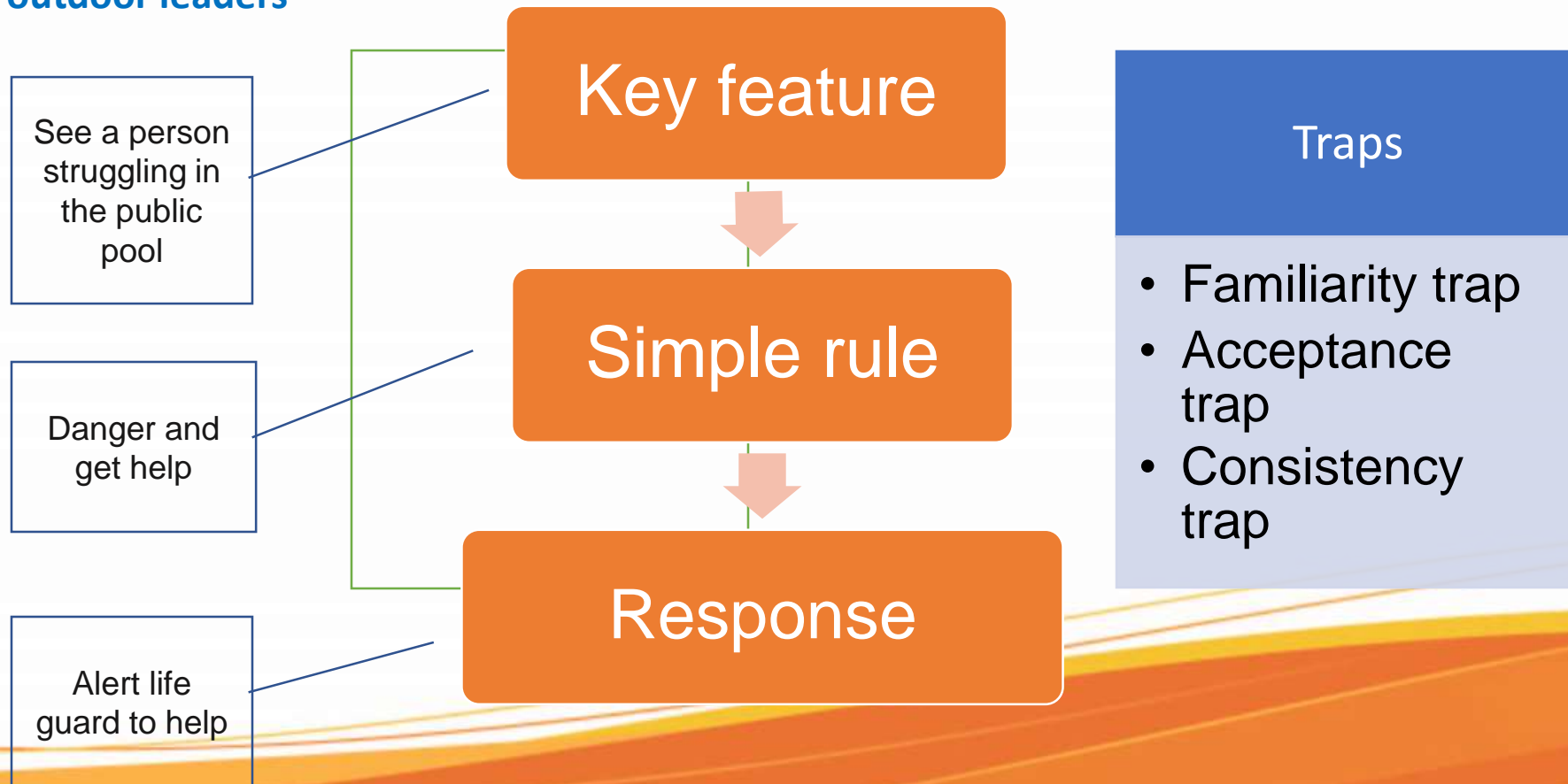
Source: Behaviour in Organizations 10th Ed by Jerald Greenberg

What are the different types of decision-making strategies?



What are the different types of decision-making strategies? - Heuristic

Application for outdoor leaders



What are the different types of decision-making strategies? - Analysis

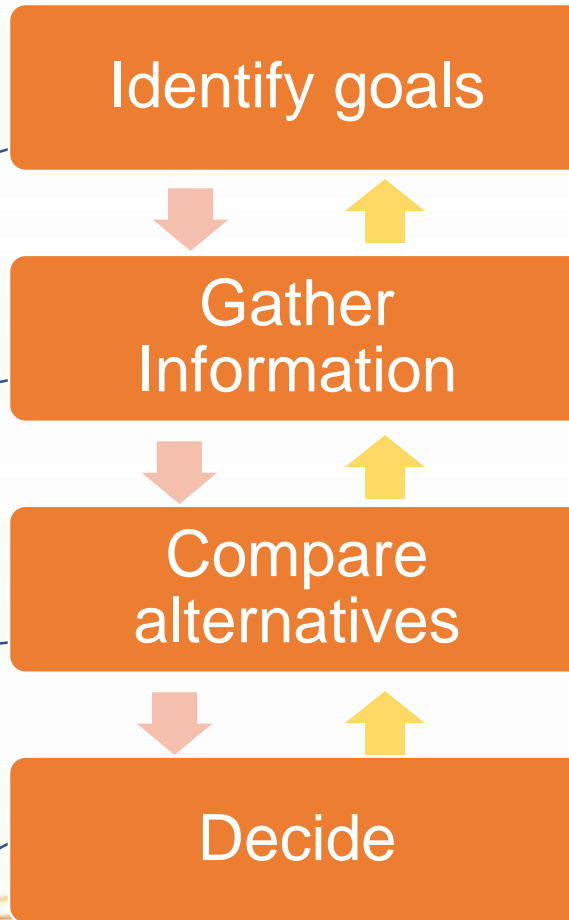
Application for outdoor leaders

Saw one person struggling in sea near beach

No lifeguard around
Check around for lifesaving aids

1. Reach with stick
2. Throw life buoy
3. Throw rope
4. Jump in and tow

Assessed the distance and aids available, decided to throw life buoy



Traps

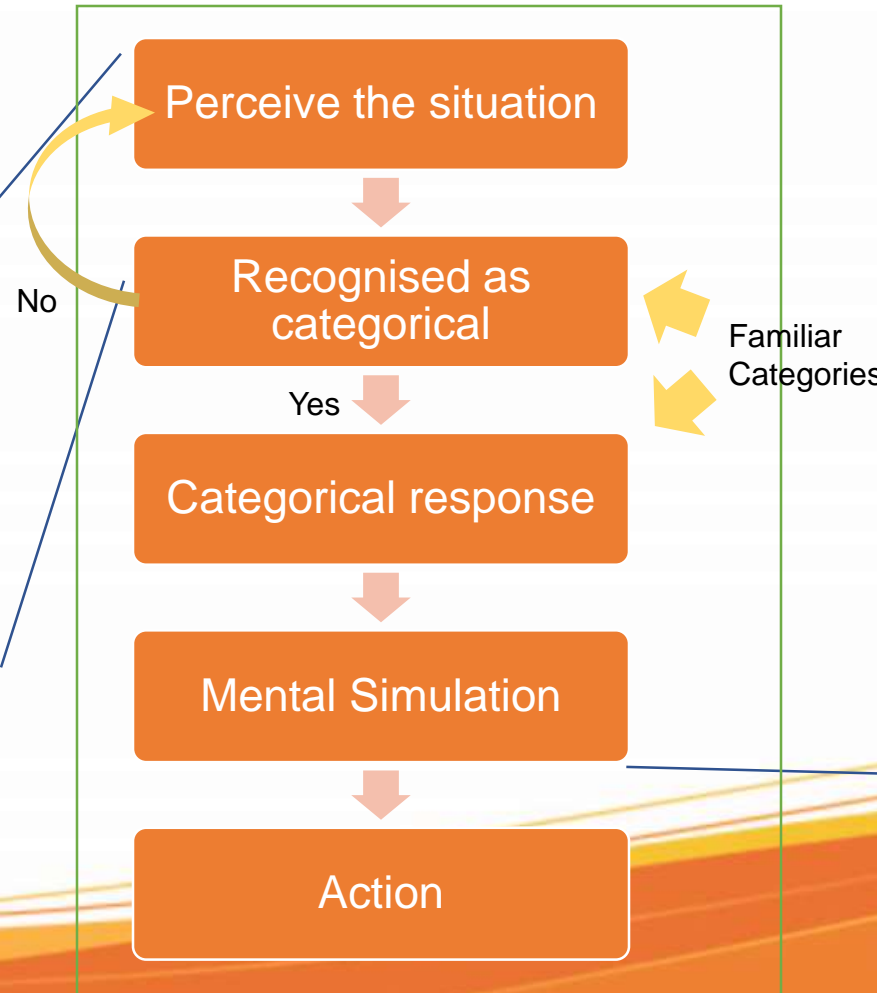
- Certainty trap
- Capacity trap
- Right-answer trap

What are the different types of decision-making strategies? - Expertise

Application for outdoor leaders

Mass kayak capsizes near Ubin Jetty

- ✓ Channel crossing incident
- ✓ Mass capsizes scenarios
- ✓ Lifesaving scenario
- ✓ Kayak T/H rescue
- ✓ Powerboat rescue
- ✓ First aid and treatment of injuries



Traps

- Expertise trap
- Expert halo trap

Instructor in Powerboat gets into position between bumboats and victims in water to alert them to avoid area

Instructor in kayak standby near jetty to ensure no victim/kayak go near them

Instructor and upright kayaks to pick up victims in water and bring them to shore

Instructor/Pax at shore to manage first aid

Food for Thought

- We can be more aware about the decision styles and strategies that we are inclined to.
- Does your team define a good decision the way you do? Why does it matter?
- We use different decision-making methods based on different circumstances. Why does this matter to your role as a leader?
- How do you consciously develop your judgement and decision-making skills?

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Was it a good decision to...

References

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