Decision-Making Tools for Public Health Leaders

2016 Integrated Public Health and HealthCare System Summit

Christina R. Welter, DrPH, MPH
Rani Saxena, MPH

Learning Objectives

- Describe MARPHLI and its role in the region for public health leadership development
- Apply ORID and its application for focused conversation and decision making
- Apply Six Thinking Hats and its application for facilitation and decision making

Agenda

<table>
<thead>
<tr>
<th>Topic</th>
<th>Time</th>
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<tbody>
<tr>
<td>1. What is and why leadership needed?</td>
<td>15 min</td>
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<tr>
<td>2. Introduction to ORID Facilitation Method</td>
<td>20 min</td>
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<tr>
<td>3. Introduction to 6-Thinking Hats</td>
<td>35 min</td>
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<td>4. Overall reflection</td>
<td>5 min</td>
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MARPHLI: our approach

Strengthen leadership competency within each domain to impact change
Increase leadership community to drive shared action
Diagnose, collaborate and address real-world problems
**Organizational challenges**

- Expectation to do more with less:
  - 1993 and 2010 GPRA performance monitoring requirements
  - 2011 NACCHO study found that:
    - In 2011, 57% of LHDs reduced or eliminated at least one program
    - Just in the 2nd half of 2011 alone, LHDs cut over 5,000 positions
    - In Illinois, 63% of the LHDs lost positions and 66% made cuts to 3 or more programs

- PEW Research Center reported that only 19% of Americans trust the federal government to do what is right most of the time (From over 70% in the 1950s)

**Increasing at an Exponential Rate**

The Magnitude of Change:

- Volume
- Momentum
- Complexity
A team-based approach

“I not only use all the brains I have, but all I can borrow”

~ Woodrow Wilson
28th President of the United States (1856-1924)

How many of you plan for emergencies with at least 2 outside agency partners? 3? 5?

What is leadership?

- Leadership is a process (not a skill, state, or individual with authority)
- Leaders act in ways that influence the process
- Leadership is the practice of mobilizing people to tackle tough challenges and thrive.
- Multiple leaders work together to address challenge; New learning, innovation and/or new patterns of behavior emerges

“WHEN WE TRUST PEOPLE THEY RISE TO THE OCCASION AND WHEN WE DON’T THEY RISE TO THE OCCASION.

LEADERSHIP MEANS TAKING THE RISK OF TRUST EVEN IF IT GOES THE WRONG WAY.”

SIMON SINEK

WHAT GOOD IS AN IDEA IF IT REMAINS AN IDEA?
Try.
Experiment.
Iterate. Fail.
Try again.
Change the world.

Simon Sinek
A system of decision-making toward action

- A healthy organization requires a healthy team requires healthy decision making
- No one tool, no one method is the solution
- It is the intersection of the right people, process, pressure...
- Matched with disciplined thoughtfulness/strategy and action to all we do
- Requires adaptive leadership
- Don’t perfect be the enemy of the good

Tips for facilitators

- Continually attend to the group; don’t let attention lapse
- Look for patterns
- Be comfortable with ambiguity and information overload
- Be aware of misperceptions and emotional reactions (including your own)
- Clarify when unclear
- Focusing exclusively on content (not emotions)
- Know your method (5 hands!)
- Plan, plan and practice, practice, practice

Decision making tools

- Individual and group facilitation (e.g. ICA)
- Focus groups
- Brainstorming (e.g. basic or 6 thinking hats)
- Cost-Benefit and Cost Effectiveness Analysis
- Nominal Group Technique
- Delphi
- Logic Model
- Others?

Facilitation: The Art of the Focused Conversation

- Method reflects values and ways of thinking
- Leaders facilitate questioning, visioning and problem solving with others
- Requires reflective leadership, i.e. one needs to be able to listen and value the information not assume one is ‘right’ or ‘wrong’
- Allows for a conversation where different ideas are allowed and encouraged
- Not either OR but AND
- Beyond token participation

Roots of ORID

- ORID’s power comes from exposing and applying the human “inference ladder” of reasoning. That’s the conceptual ladder that your reasoning process "climbs," usually subconsciously and instantaneously, between the time your senses receive any kind of stimulus and the time you act on that stimulus. Here are four of the ladder rungs:

  - Selective Perception: Every person filters some data out and lets other data in.
  - Emotional reaction: We each have immediate positive or negative emotional reactions to most all stimuli.
  - Sense-making: Everyone assigns meaning to data based on our unique filters (beliefs, drives and experiences).
  - Action: We take actions based on our own inferences about data.

Additional aspects of a Focused Conversation

- Experiential objective
- Rational objective

  - Ignoring the experiential objective can impact outcomes
  - Objectives determine method, questions, and design
  - Recent example:
    - Experiential drove agenda structure and methods
**Focused Conversation**

**ORID Method**

When we process information and think clearly, we move through four different modes, sometimes very quickly.

These modes of thinking can be labeled:

- Objective
- Reflective
- Interpretive
- Decisional

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**Focused Conversation**

**Objective Mode**

This is the sensory mode of thinking, where we process "raw" data:

- What we perceive through our body and senses
- Facts and data about the situation
- External/ Observable information

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**Focused Conversation**

**Reflective Mode**

This is our immediate response to these data, however, we are processing the Objective level internally:

- How do we respond to these "raw" data?
- What experiences can we relate to these data?
- Internal response to external data
- Images, feelings, memories, associations

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**Focused Conversation**

**Interpretive Mode**

This mode is about processing these responses, experiences and associations:

- So what does this mean?
- What values are activated?
- What is the significance? What are the implications?

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**Focused Conversation**

**Decisional Mode**

This mode is about making decisions or choosing actions based on the information, its meaning, and significance:

- What are the next steps?
- What actions are appropriate?
- What has been learned? What is my commitment?

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**Application: ORID around decision making**

At your table, answer the following questions:

**O:** What is an example of when a decision has not occurred or you think happened too slowly or too quickly?

**R:** What was your response? How did you feel about the situation?

**I:** What impact did the ‘result’ of the poor decision making have on your organization?

**D:** What would you change? What would you have done differently? What would you do going forward?
Large group debrief

- What was in common at the table about your experiences? What was different?
- How could this be applied at your work?

Evaluate with an open mind

At any moment everyone is looking in the same direction.

So the six hats are...?

- Six colors of hats for six types of thinking
  - Each hat identifies a type of thinking
  - Hats are directions of thinking
- Hats help a group use parallel thinking
  - You can “put on” and “take off” a hat

Six colors and six hats

<table>
<thead>
<tr>
<th>Color</th>
<th>Description</th>
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<tbody>
<tr>
<td>Blue</td>
<td>control &amp; organization of thinking</td>
</tr>
<tr>
<td>White</td>
<td>objective facts &amp; figures</td>
</tr>
<tr>
<td>Red</td>
<td>emotions &amp; feelings</td>
</tr>
<tr>
<td>Yellow</td>
<td>hope, positive &amp; speculative</td>
</tr>
<tr>
<td>Green</td>
<td>creativity, ideas &amp; lateral thinking</td>
</tr>
<tr>
<td>Black</td>
<td>cautious &amp; careful</td>
</tr>
</tbody>
</table>

General hat issues

- Direction, not description
  - Set out to think in a certain direction
  - “Let’s have some black hat thinking...”
- Not categories of people
  - Not: “He’s a black hat thinker.”
  - Everyone can and should use all the hats
- A constructive form of showing off
  - Show off by being a better thinker
  - Not destructive right vs. wrong argument
- Use in whole or in part
Using the hats

- Use any hat, as often as needed
- Sequence can be preset or evolving
- Not necessary to use every hat
- Time under each hat: generally, short
- Requires discipline from each person
  - While using it, stay in the idiom
- Adds an element of play, play along
- Can be used by individuals and groups

The blue hat role

- Control of thinking & the process
- Begin & end session with blue hat
- Facilitator, session leader’s role
- Choreography
  - open, sequence, close
  - Focus: what should we be thinking about
  - Asking the right questions
  - Defining & clarifying the problem
  - Setting the thinking tasks

Open with the blue hat...

- Why we are here
- what we are thinking about
- definition of the situation or problem
- alternative definitions
- what we want to achieve
- where we want to end up
- the background to the thinking
- a plan for the sequence of hats

...and close with the blue hat

- What we have achieved
- Outcome
- Conclusion
- Design
- Solution
- Next steps

Six hats summary

- Blue: control & organization of thinking
- White: objective facts & figures
- Red: emotions & feelings
- Yellow: hope, positive & speculative
- Green: creativity, ideas & lateral thinking
- Black: cautious & careful

Climate change

1980-1989
- Min: 65°F, Max: 74°F
- Changes:
  - 82% increase
  - 19% decrease
  - 9% increase
  - 31% decrease

1990-1999
- Min: 65°F, Max: 74°F
- Changes:
  - 9% increase
  - 37% decrease

2000-2010
- Min: 68°F, Max: 77°F
- Changes:
  - 35% increase
  - 35% decrease

90% area change from 1980-2010: 25% decrease
35% increase
Exercise Question: Climate Change

How is Illinois prepared for Climate Change?

6-Hats Exercise Debrief

O: What struck you about the exercise? What did you notice about your group’s discussion when you were addressing each hat?

R: Which hat was easiest? Clearest? Most difficult?

I: How did this help you analyze the situation? Would another approach have been more helpful? Why or why not?

D: How can you use this exercise in your organization?

Overall debrief

What one word describes something you have learned today?

Resources


Thank You!

Christina R. Welter, DrPH, MPH
Associate Director, DrPH in Leadership
Director, Mid-America Center for Public Health Practice
Clinical Assistant Professor, Community Health Sciences
University of Illinois at Chicago, School of Public Health
Phone: 312-355-5303
Email: christinawelter@gmail.com

Rani Saxena, MPH
Program Manager, MidAmerica Center For Public Health Practice
University of Illinois at Chicago, School of Public Health
Phone: 312-996-7919
Email: rmishra@uic.edu