

Wiser decision-making for our seas.

**Diana Pound BSc MSc CEnv
MIEEM (IUCN Commissioner)**

Dialogue Matters Ltd

Specialists in designing and facilitating co-operative
decision making for the natural environment



Contents



- Why I care about decision making
- How are decisions really made?
- How do we factor this into our decision-making

Why I care about how decision making works....



- **Regional seas:** OSPAR and Jeddah Convention, UKOTs Caribbean reefs, advice on regional sea management
- **Marine Protected Areas :** UK, Isle of Man, Jersey
- **Marine industry:** wind farm, EU Ocean Energy
- **Integrated management/Ecosystem Approach:** UK, Caribbean
- **Marine research:** fisheries, conservation, marine spatial planning, coastal/climate adaptation, young people and the coast

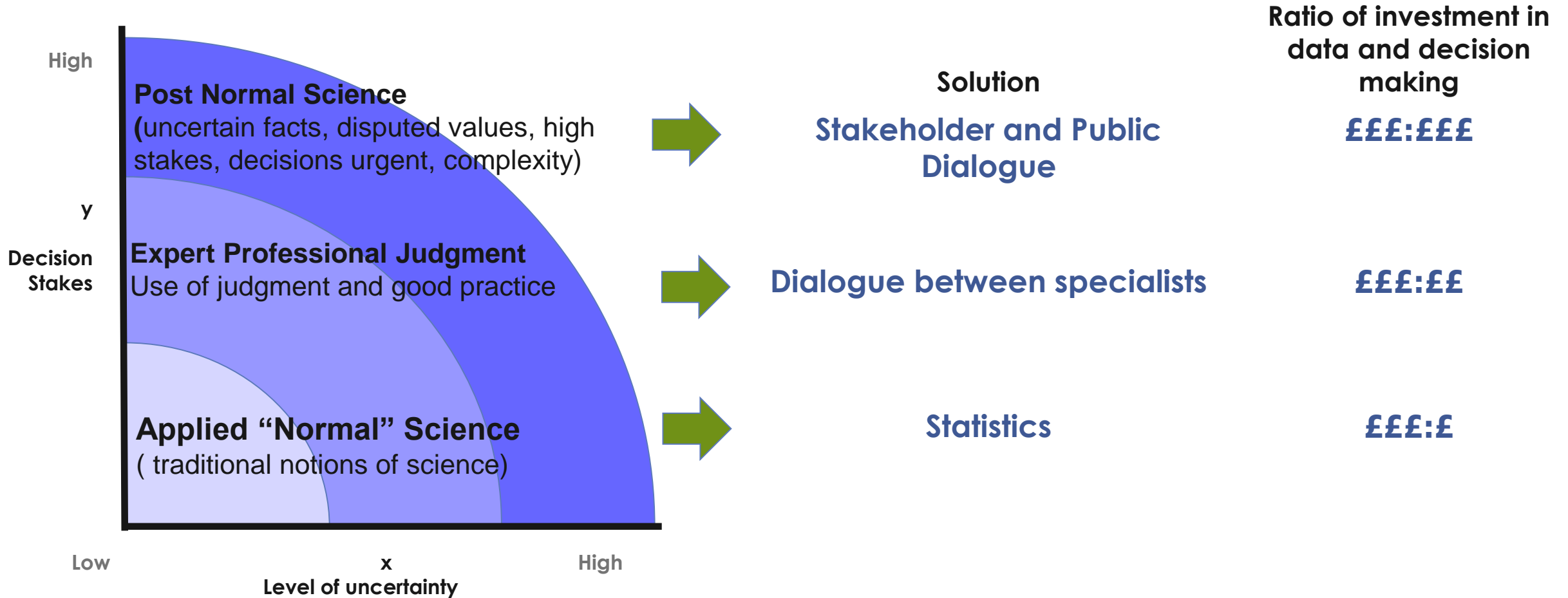
Rational Choice



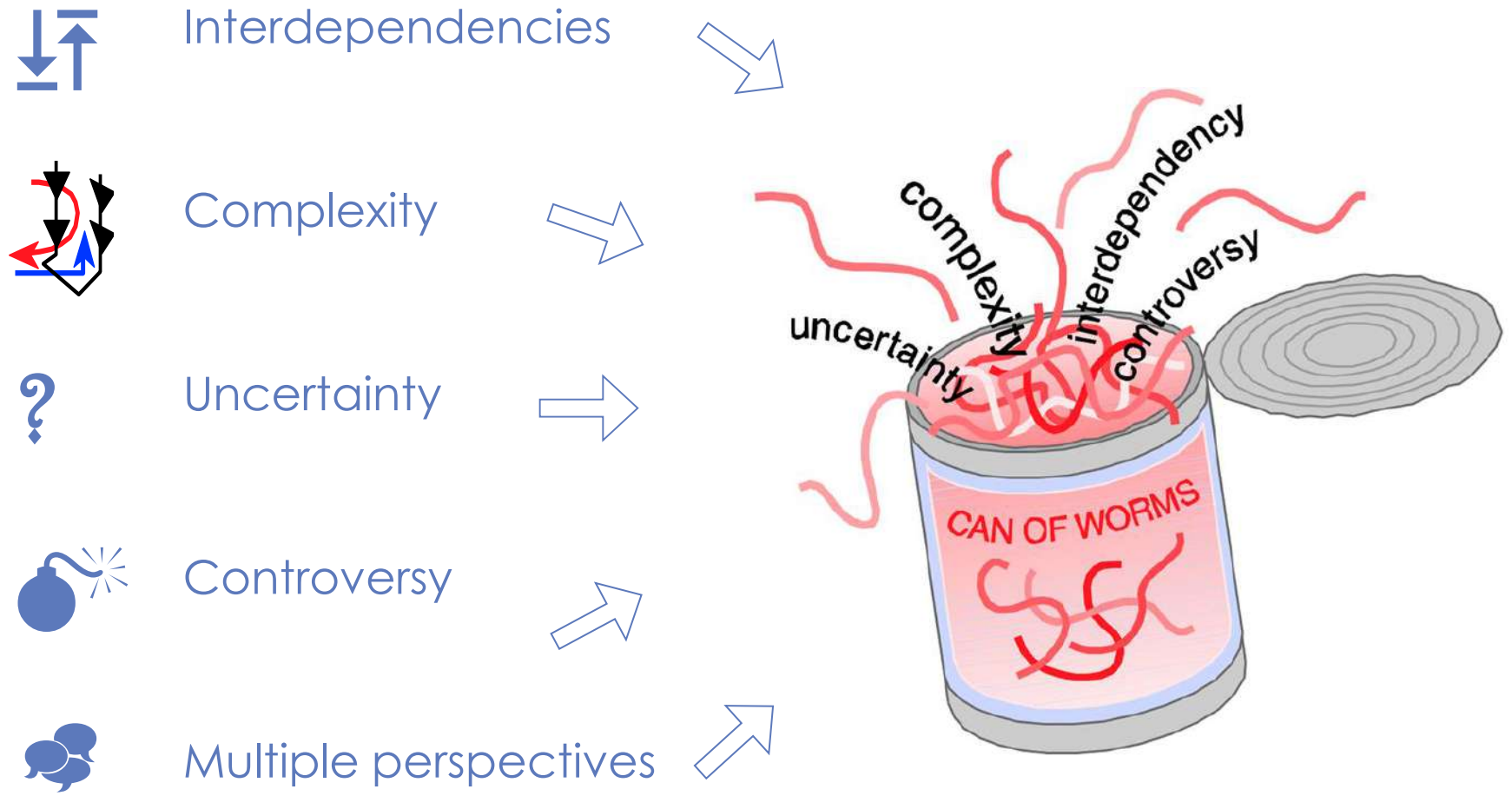
Science + rational analysis = decision

- Invest in more marine data and information
- Gather stakeholder views as data
- Ensure rational experts decide

Investing in better decision making

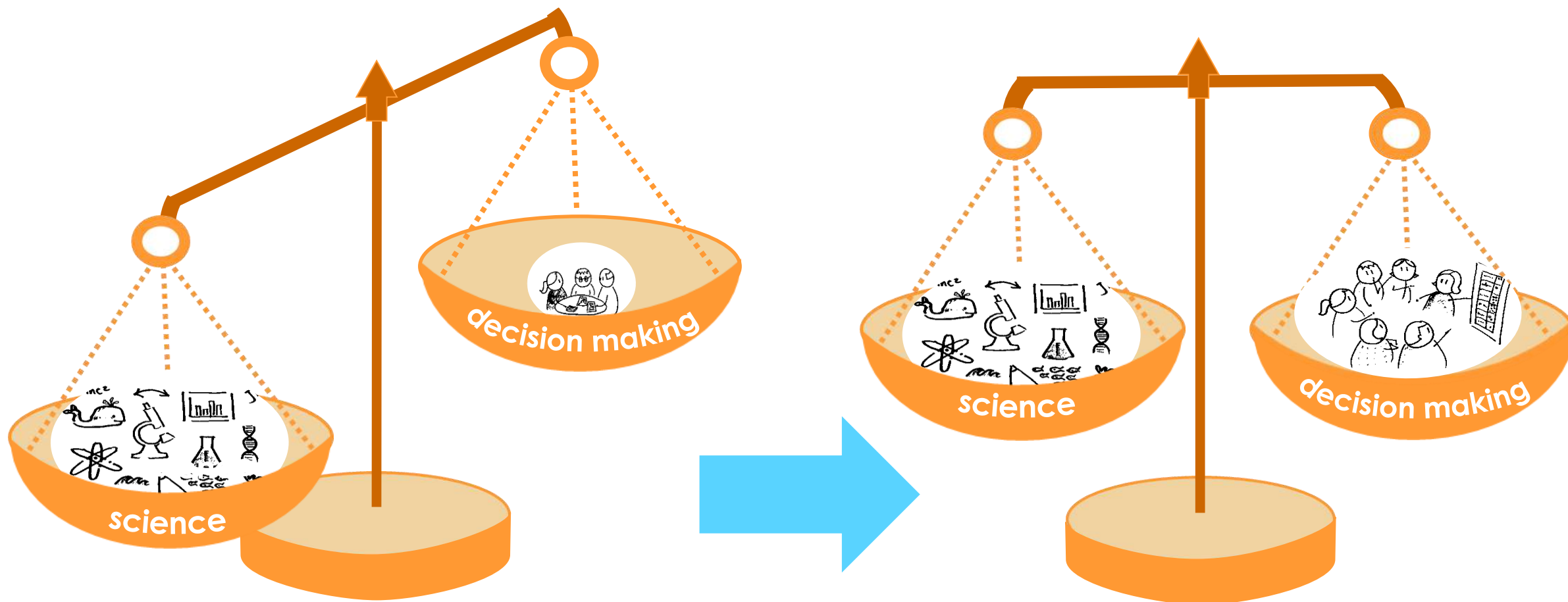


Marine management and research



Kevin Collins SLIM project, Open University, 2004

Want better marine decisions? ... Invest in better decision-making!



**We understand, invest in and apply marine science.
We need to understand, invest in and apply decision science!**

HOW DO WE DECIDE?

What is your order of preference ?

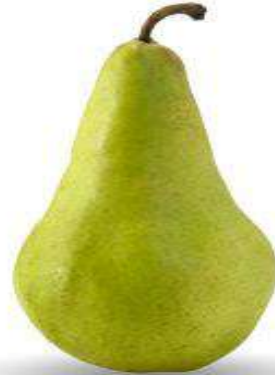


What is your order of preference ?

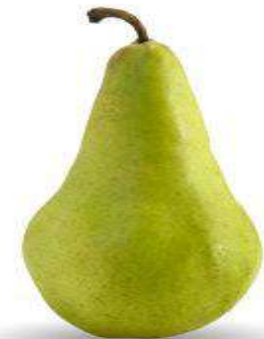
Flavour



Shape



Colour



Which line is longer?

A



B



What would you do if everyone who was asked before you, said the wrong answer?

What colour is this bit of paper?



What is the biggest risk to humans we need to invest in managing?



We tend to overestimate what we know and are familiar with



4 – 6 deaths world wide a year



500 deaths world wide a year

DECISION SHORT CUTS

Heuristics or Mental glitches?



- Mental short cut or rules of thumb to ease the load of making a decision
 - Individual
 - Social

Individual short cuts



- **Anchoring** – we rely most on what we first hear
- **Availability/ease:** if we can easily bring something to mind we think it is more common
- **Familiarity** we are disproportionately influenced by what we have experienced before
- **Confirmation bias** we favour information that fits our existing way of seeing things

Individual short cuts



- **Sunk costs** we invest more because when we have already invested a lot - even if evidence shows this won't pay off
- **Stereo/proto typing:** we make assumptions made on mental images and patterns
- **Fuctional fixedness:** we see things as only working in a particular way
- **Optimism bias:** we think we are less likely to suffer misfortune and more likely to attain success than average

Individual short cuts



- **Mood:** when we are in a good mood we see higher benefits and lower risks
- **Decision Fatigue:** avoid court in the afternoon!

Social short cuts



- **Social norming** –go with the crowd
- **Copy someone you trust**
- **Follow the leader**
- **React to the power holder**
- **False consensus:** we tend to overestimate how much people agree with us

PSYCHOLOGICAL BARRIERS TO GRAPPLING WITH ENVIRONMENT CHALLENGES

Psychological Barriers –individual

	Participation design solution
Natural bias to short- termism and localism	Focus on long term vision What can be done short term Place (or topic)they connect with
Desire for autonomy and control	Real influence and people can develop own conclusions through social learning
Pursuit of happiness (and avoidance of negative emotions)	Build and strengthen what is already working well
Need to maintain self esteem	Turns a threat into a challenge - people have the resources to cope

Psychological Barriers – Group

	Participation design solution
Reputational or 'face' needs	Avoid 'them and us' and win/lose Develop shared view
Perceived community behaviour	Draw in opinion leaders/formers Create a norm of engagement
Group polarization	Consensus building
Social loafing	They have things to contribute
Justice equity and fairness	All can express their view Good practice & equitable process design

Negotiation Behaviour



Positional/adversarial	Principled/co-operative
Withhold information	Share information
Make threats	Ask questions
Argue from positions	Explore interest and needs
Attack the others' knowledge or them	Explore knowledge and perspectives
Defend position	Seek solutions
Work on each other	Work on the challenge
Actively seek win/lose	Actively seek win/win

The problem with problem solving



- Demotivates people
- Negative focus
- Damaged relationships

Constructive Dialogue



Problem solving/ deficit based	Asset based thinking
<ul style="list-style-type: none"> ▪ Frustration 	<ul style="list-style-type: none"> ▪ Motivated
<ul style="list-style-type: none"> ▪ Efforts not valued 	<ul style="list-style-type: none"> ▪ Efforts valued
<ul style="list-style-type: none"> ▪ Environment is complex and difficult = a problem 	<ul style="list-style-type: none"> ▪ Looking after the environment has many benefits and is do-able
<ul style="list-style-type: none"> ▪ Feeling overwhelmed 	<ul style="list-style-type: none"> ▪ Believe in own capacity and agency to make a difference
<ul style="list-style-type: none"> ▪ Risk averse 	<ul style="list-style-type: none"> ▪ Fosters innovation
<ul style="list-style-type: none"> ▪ Disowning – it's not our problem 	<ul style="list-style-type: none"> ▪ Willing to get involved and make a difference
<ul style="list-style-type: none"> ▪ No momentum or resistance 	<ul style="list-style-type: none"> ▪ Momentum for delivery

WISER DECISION MAKING

Investing in wise decisions

We know how to do great science and invest in it
We must learn how to do great decision making
and invest in that too!

Good Science + Great decision processes = Better managed seas



Investing in wise decisions



- Decide with, not for
- All forms of knowledge
- Design processes
- Facilitate to encourage open minded thinking, principled negotiation, and constructive dialogue
- Factor in times to think laterally and creatively

Investing in wise decisions



- Deliberate over options
- Factor in knock-on and long term effects
- Ensure decision points use techniques that mitigate mental glitches and social norming -

All we have to do is get the numbers right

All we have to do is tell them the numbers

All we have to do is explain what we mean by the numbers

All we have to do is show them they've accepted similar numbers in the past

All we have to do is show them it's a good deal for them

All we have to do is treat them nicely

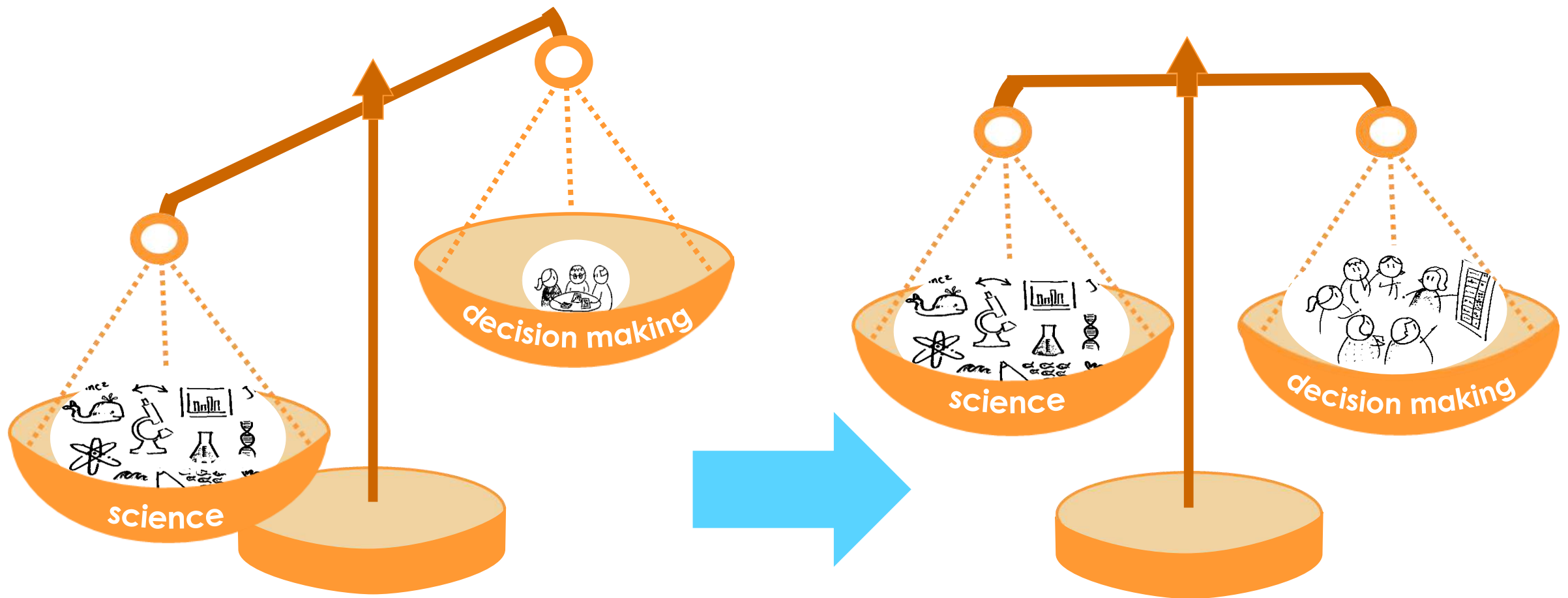
All we have to do is make them partners

Fischhoff (2002)

All we have to do is decide well together!

Pound (today!)

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