

Activity 3 Functional View (i.e. mapping the organizational landscape) [15 mins]

Which decisions are the most important or material (i.e. what are the key decisions?), and how does this relate to *how* decisions are made? (i.e. Q2 & Q3)

- Q2: Which decisions are the most important or material (i.e. what are the key decisions?)
- Provides a second critical perspective on Q3: How decisions are made? (i.e. what is the assessment or thought process).

Describe in Powerpoint slides 13-15.

In process – Hold up your hand if your group has pretty much finished.

1. Relative influence of inputs to decision making [3 mins]

- Use the black marker, and look at the right side of the poster.
- Each Participant to a blob next to the 3 types of input that you believe have most influence over the view of risk and generality of decision making (i.e. is business critical / significant)

2. Produce a 'heat map' of where, in aggregate, the most material decision-making goes on [3 mins]

- Use the black marker, and look at the left side of the poster.
- Each Participant to a blob next to the 2 types of function that you believe have most influence over decision making using a view of natural hazard risk (i.e. is business critical / significant)

3. Produce maps of the influence of scientific input in decision-making [6 mins]

- Use the red, green and blue markers.
- **Direct Science** [Direct engagement with scientists/in-house research publishable in peer-review journals]
- **Indirect Science** [use of cat models, inputs from translators e.g. brokers, consultants]
- **Science not primary** [claims experience, 'gut feel', personal judgement on past business experience]
- On firms preferably, but within the squares if you feel this is more appropriate.
- Record limited influence with a small 'A', progressing to dominant influence with a large bold 'C' in the relevant colour. So, a big, red C indicates that an organization makes decisions dominated by direct science. A small, blue A shows that an organization's decision making has limited input from indirect science and so on
- However, in addition I'd like information on the (i) the level decisions are taken at (i.e. analyst - team leader - senior manager - CEO/board) [1-4] (ii) how quickly is the decision required (i.e. hour - day - week - >= month) [1-4]. These two reflect from the day-to-day operational to the strategic.