

Negotiating and Justifying Decisions

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Navigate Complexity

a short course in
complex problem solving, strategy and design

Ponder.

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Online course <http://navigatecomplexity.com>

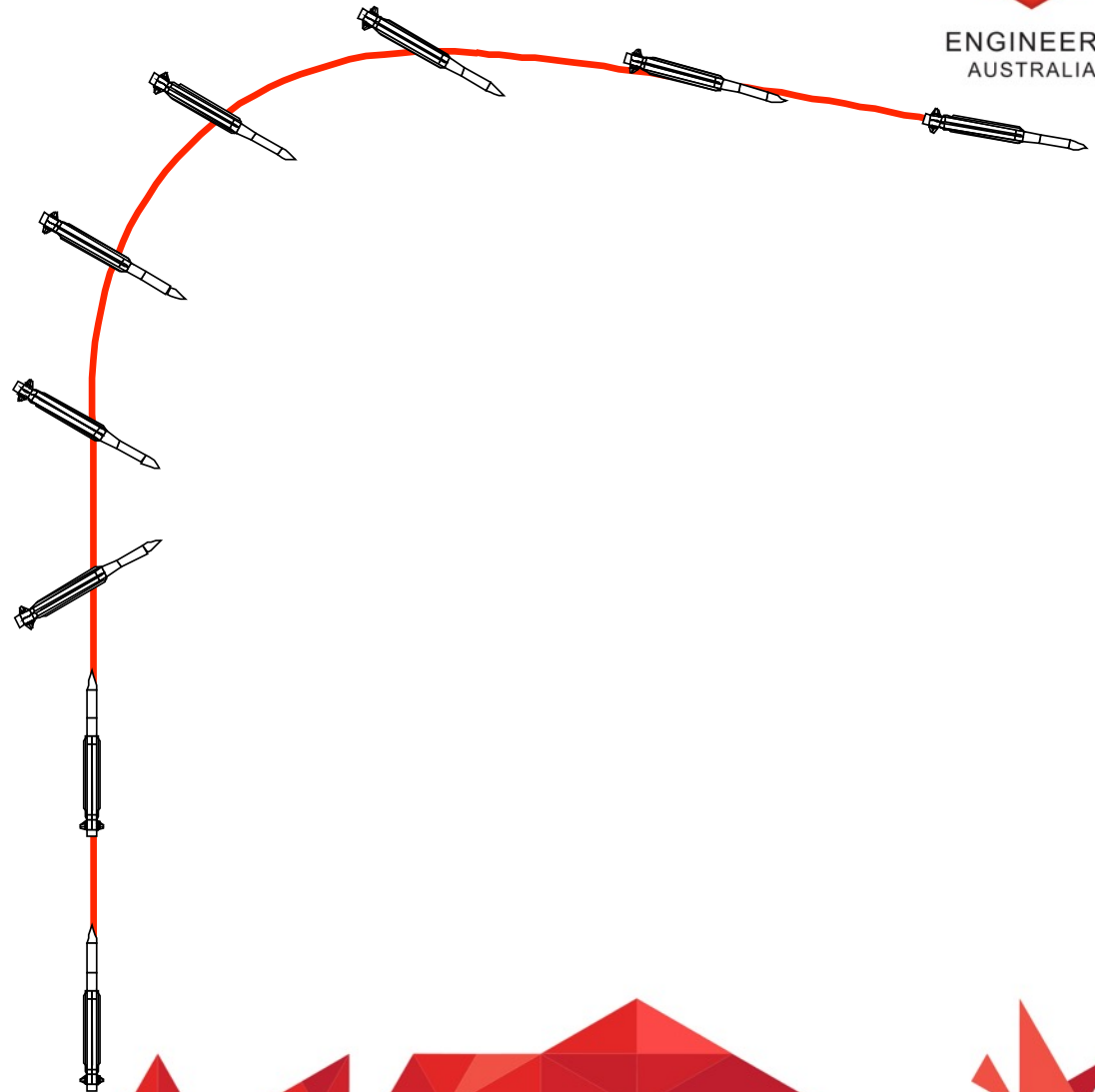
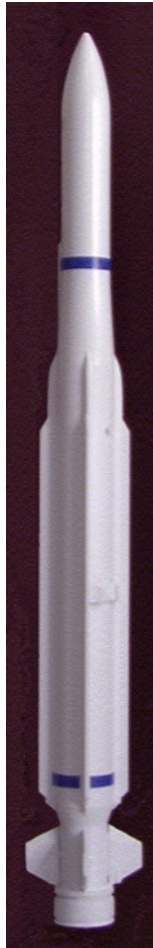
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Instagram [@navigatecomplexity](https://www.instagram.com/navigatecomplexity)

NATO Evolved SeaSparrow Missile (ESSM)



ENGINEERS
AUSTRALIA



Justifying decisions

- Cognitive biases
- Evidence-based approach
- Humility, counter-arguments and other peoples' perspectives

Negotiating decisions

- Compelling (persuasive) communication
- Sustained effort and dialogue



COGNITIVE BIASES

Systematic tendencies to deviate away from rational thought processes



WYSIATI

(what you see is all there is)

COGNITIVE BIASES

Systematic tendencies to deviate away from rational thought processes



CONFIRMATION
BIAS

TAKE AN EVIDENCE-BASED APPROACH

to build a strong case for, and
confidence that your idea will
work



HUMILITY, COUNTER- ARGUMENTS & OTHER PERSPECTIVES

[illegible]

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COMPELLING COMMUNICATION

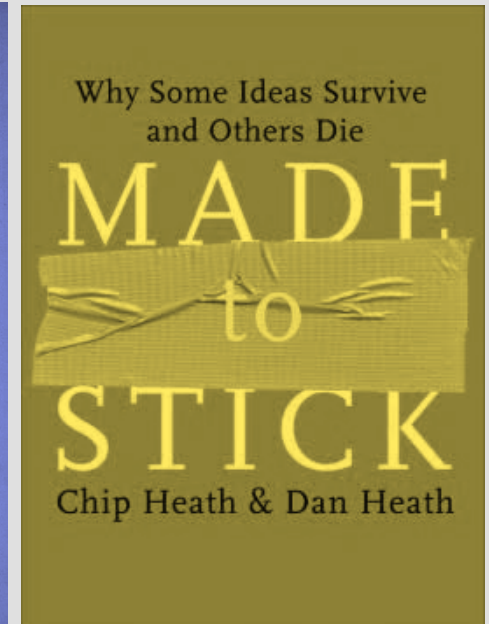
Logos - appeal to
people's rational
side

Pathos - appeal to
people's emotional
side

Ethos – credibility
and character of
the communicator

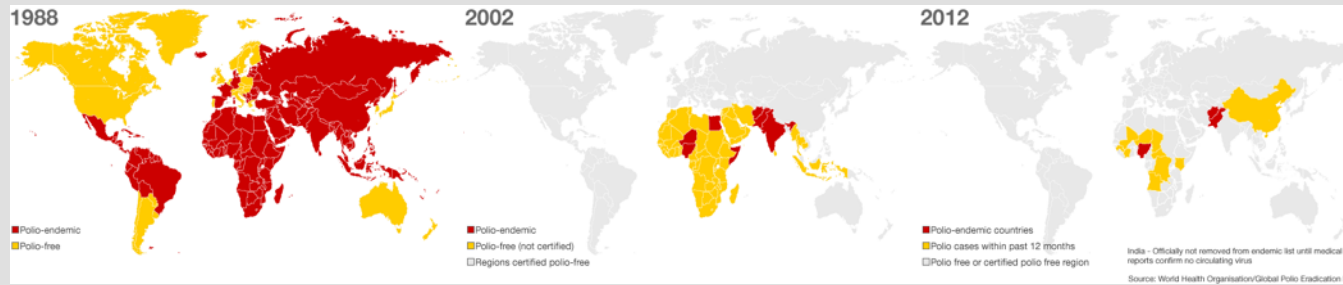
ΑΡΙΣΤΟΤΕΛΟΥΣ
ΤΕΧΝΗΣ ΠΡΟΤΟΙΚΗΣ
Βιβλία Τέτα.
ARISTOTELIS
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Typis Ben. Griffini, Impensis Edward. Hall Bibliop.
Cantabrigiæ. MDCXCVI.

c. 350 BC



2007

Case Study: Polio eradication



SUSTAINED DIALOGUE



Do you have any insights or advice on how to navigate a contested political environment? What techniques or approaches did you use to counter that opposition and convince decision-makers that the eradication approach was going to be most effective?

“Our modeling had more impact because we ask a lot of questions, listen carefully to the questions that people ask, and we work hard to figure out what the evidence tells us and what are the key uncertainties.”

SUSTAINED DIALOGUE

APRIL 28 2015

SAVE

Coonooer Bridge Wind Farm a renewable win for Victoria in dire environment



Tom Arup  

 SHARE

 TWEET



MORE

It's been a torrid few years for renewable energy in Australia, with jobs being shed and investment drying up. The Victoria landscape has been no exception.

So it is perhaps to some state shame that one of the few recent Victorian projects to get the financial go-ahead has been backed by the Australian Capital Territory.

SHARE



MOST POPULAR

- 1 Why the Kings' power bills to get better'
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