

**Deloitte.**

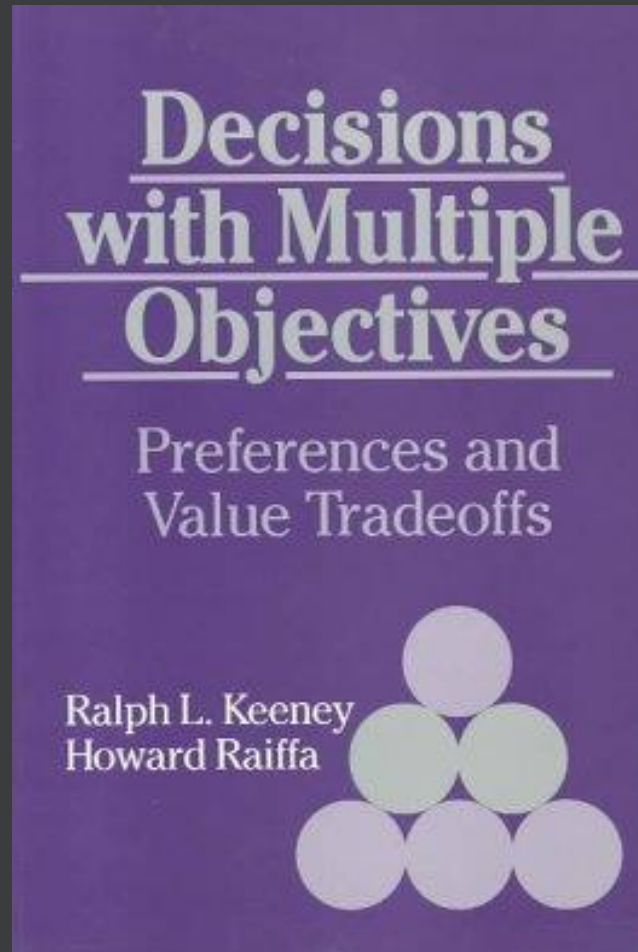


**The art & science of  
decision making**

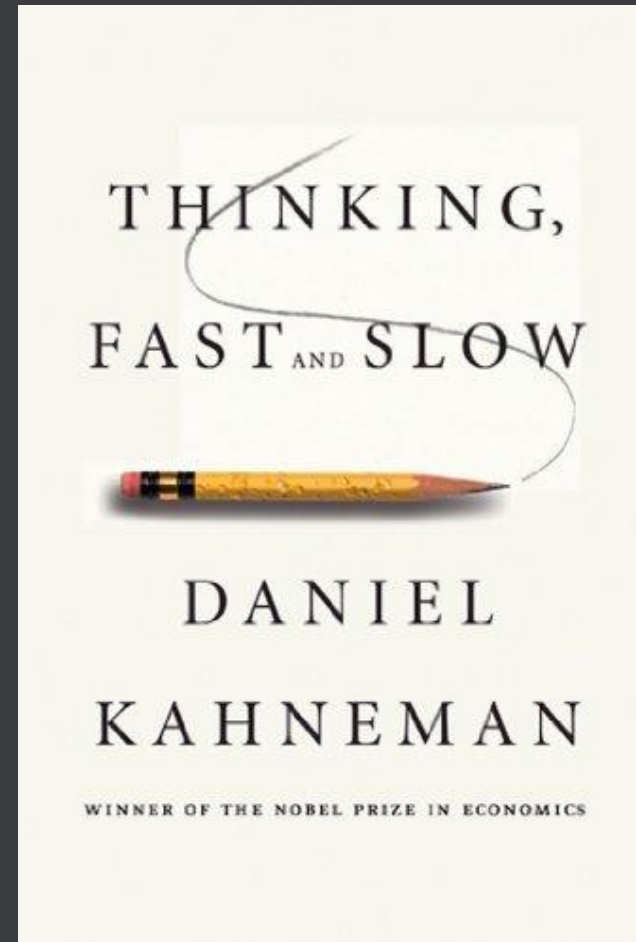
# THREE 'SCHOOLS' OF DECISION MAKING

From hierarchy, to rationality, to complexity

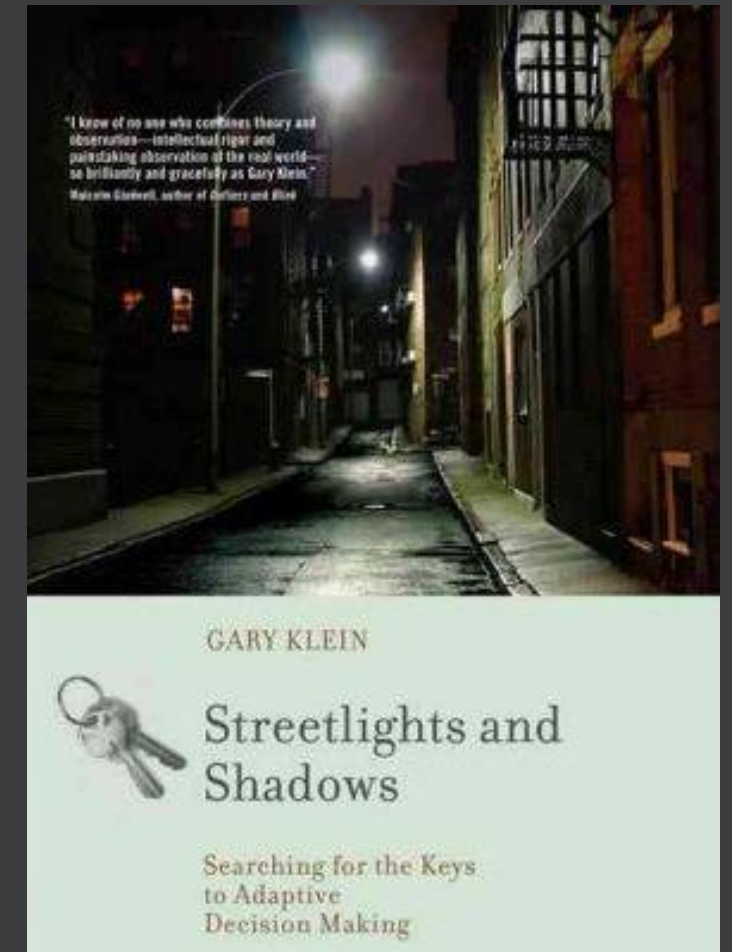
Decision maker as economist



Decision maker as predictably irrational



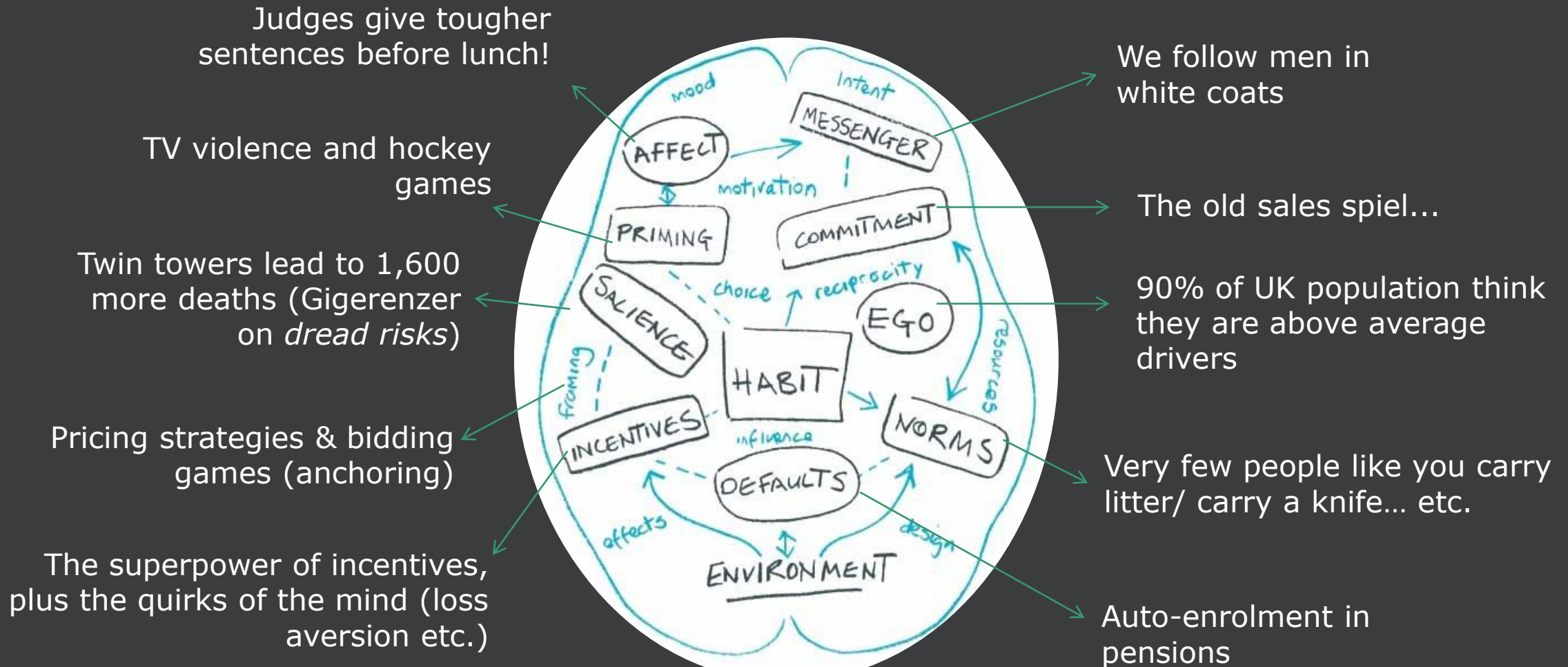
Decision maker as natural genius



# MINDSPACE – A FRAMEWORK FOR ACTION

<b>Bias checklist</b>	<b>Meaning</b>
<b>Messenger</b>	we are heavily influenced by who communicates information
<b>Incentives</b>	We respond strongly to incentives but our decisions are also shaped by predictable mental shortcuts such as strongly avoiding losses
<b>Norms</b>	we are strongly influenced by what others do
<b>Defaults</b>	we 'go with the flow' of pre-set options
<b>Salience</b>	our attention is drawn to what is novel and seems relevant
<b>Priming</b>	our acts are often influenced by sub-conscious cues
<b>Affect</b>	our emotional associations can powerfully shape our actions
<b>Commitments</b>	we seek to be consistent with our public promises, and reciprocate acts
<b>Ego</b>	we act in ways that make us feel better about ourselves (Including through optimism bias)

# WHAT HAS WORKED IN BEHAVIOUR CHANGE?



# DECISION MAKING AS A PRODUCT OF CONTEXT

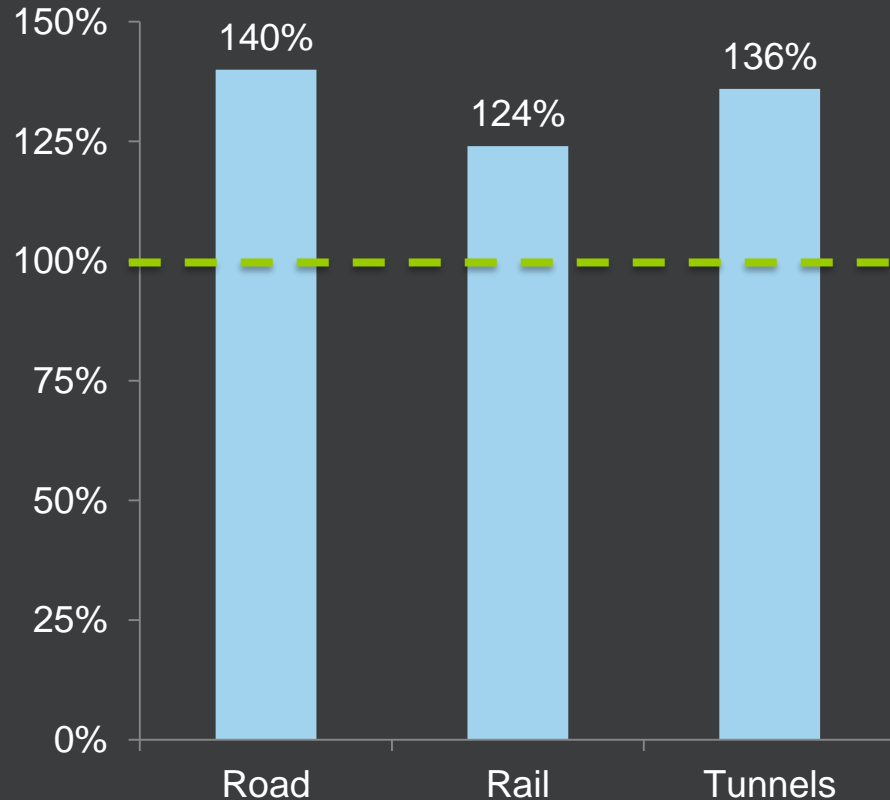


**Teams and organisations are decision-making *and* action ecosystems**

# CAPITALISING ON HUMAN DECISION STRENGTHS AND MITIGATING WEAKNESSES

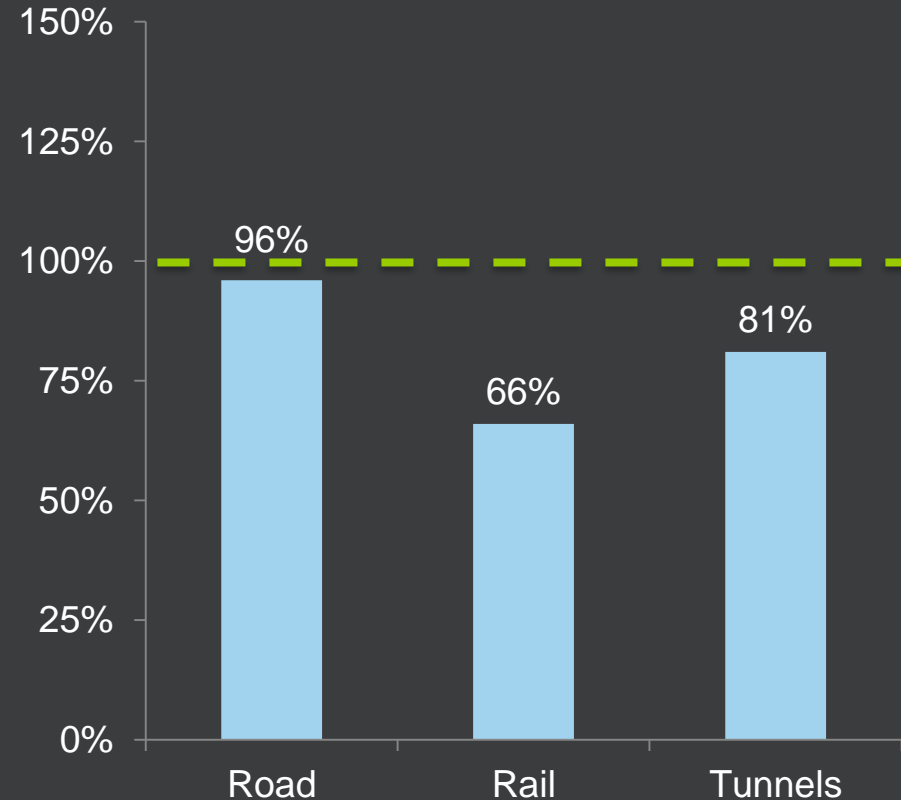
## Over-optimistic about costs

Cost as a percentage of budget (%)

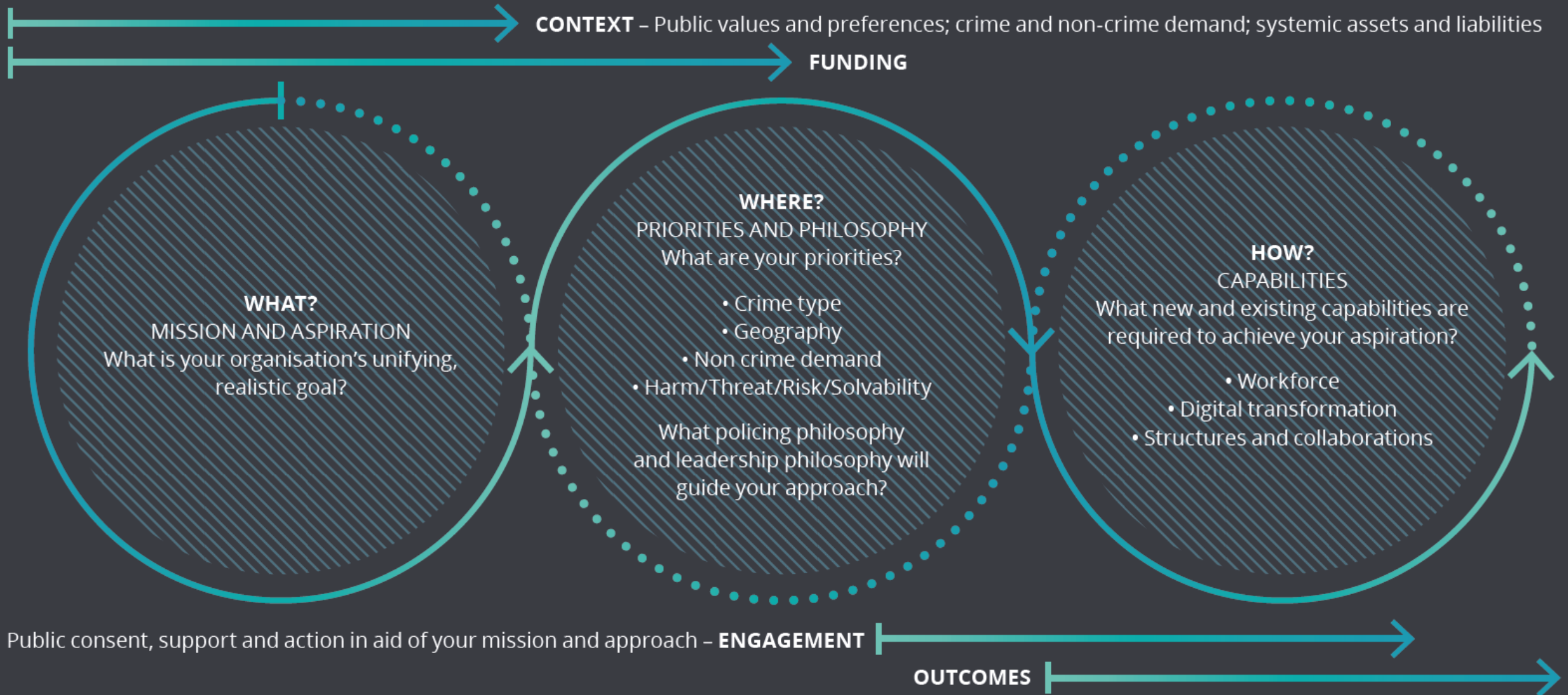


## Over-optimistic about benefits

Benefits realised versus predicted (%)



# THE CRITICAL DECISIONS OF POLICING ORGANISATIONS



# MISSION AND ASPIRATION

THERE ARE  
**4KEY**  
CHOICES TO MAKE...

---

## 1. Breadth

First, deciding the **breadth** of the police mission.

---

## 2. Level

Second, deciding the **level** of ambition to motivate the organisation.

---

## 3. Fit

Third, ensuring that goals **fit** with an overall public service vision and priorities.

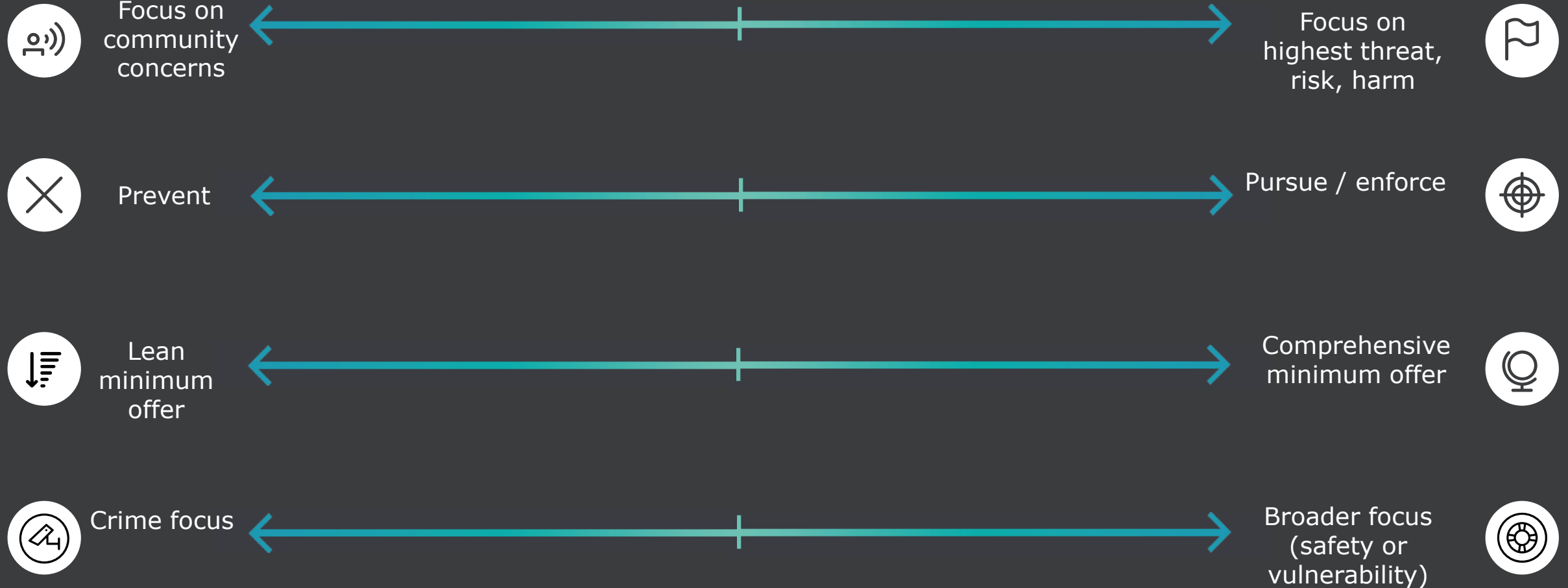
---

## 4. Ethics

Fourth, consider your ethical choices.



# PRIORITIES AND PHILOSOPHY



*The spectrums on this slide indicate key choices, while recognising that decisions are not binary*

# DISCUSSION

Q. What will this mean for the allocation of 20,000 officers and supporting resources?

Q. What bottlenecks, flow and other issues need to be anticipated?

# CONTACT DETAILS

---

**Tom Gash**

**Email**

Tom.gash@leapwiseadvisory.com

**Phone**

07748 961943

---

**Christy Hopkins**

**Email**

Christy.Hopkins@deloitte.co.uk

**Phone**

07734 069918

**Deloitte.**

# CAPABILITIES

## 'Core'

There are core capabilities that forces have rightly prioritised over the past few years, and a newer set of capabilities that are increasingly important.



**Public Contact**



**Emergency Response**



**Local & Specialist Investigation**



**Safeguarding**



**Detention & Prosecution**

## 'New'

However, we draw attention to five new or emerging capabilities that might equip policing to cope with the new policing realities we identify above. All will continue to be enhanced by advances in mobility.



**Citizen Relationship Management**



**Workforce Relationship Management**



**Digital Investigative**



**Exceptional relational, influencing and collaborative working**



**Other**