

How we can make decisions in uncertain times

It is important for us to be open, bold and compassionate.

We are all facing multiple and complex decisions. There are no 'right' or 'wrong' answers.

We have already been working on how we make decisions. We know that at times of stress and anxiety, we all are prone to fight or flight feelings that can impact our ability to make ethical decisions.

Now more than ever we need to consider that decisions are 'just for now'.



These questions may help us to make decisions at this time:

- ▶ How am I feeling?
- ▶ Is how I'm feeling impacting my decision making?
- ▶ Am I thinking of the people who use our service, our workers, our teams, or others?
- ▶ Who am I responding to?
- ▶ Am I responding to the people who use our service, our workers, our teams, or others?
- ▶ What are the verbal, written and physical messages I am/we are conveying to people?
- ▶ How does this relate to who/what is most affected?
- ▶ Are they assuring?
- ▶ What are the possible unintended consequences of this decision?
- ▶ Will this bring increased risk to certain groups of people or people they are connected to?
- ▶ What have I potentially missed?



When working through highly complex decisions, the following suggestions may help us:

- ▶ Refer to the values - be open, compassionate and bold
- ▶ Seek independent confirmation of alleged 'facts'
- ▶ Encourage open debate about the issue and the available evidence
- ▶ Come up with a variety of decisions to explore in the time you have
- ▶ Consider many different perspectives
- ▶ Don't be wedded to ideas - there is no right and wrong
- ▶ Minimise the assumptions being made
- ▶ Is there explicit evidence to believe that something is true?
- ▶ Use your intuition
- ▶ Talk to your colleagues
- ▶ Debrief, reflect and learn before you make further decisions
- ▶ Be kind to yourself and others

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How to use these guidelines - an example

Working from home

We need to be compassionate with each other when decision-making. Think about the welfare of team members and people who use our services.

If you'd like to work from home, have a conversation with your manager about why and whether you could do your job from home. You and your manager will also need to think about how we can continue to provide support for service users.

This guide has been developed through talking with people who have been deciding whether to work from home. They have suggested the following questions.

What factors are you considering?

- ▶ How are you feeling?
(Note: if you are feeling unwell and unfit to work, there is no expectation to continue working.)
- ▶ Do you have a high temperature and / or new and continuous cough?
- ▶ Does someone within your household have Coronavirus symptoms?
- ▶ Are you in good health with no Coronavirus symptoms?
- ▶ Are you within the 'at risk' group who are at increased risk of severe illness?

Can your job support you working from home?

- ▶ What are the ripple effects on your role / your team if you worked from home?
- ▶ What tasks are you able to complete at home?
- ▶ What tasks will not get done?
- ▶ Are any of those tasks time sensitive and / or high risk?
- ▶ Will your team members need to support with any tasks whilst you are not in the office? If so, have you thought about the best handover method?
- ▶ How will you keep in contact with your team and maintain connection whilst at home?

Is it viable for you to work from home?

(Please refer to Working from home - Top Tips)

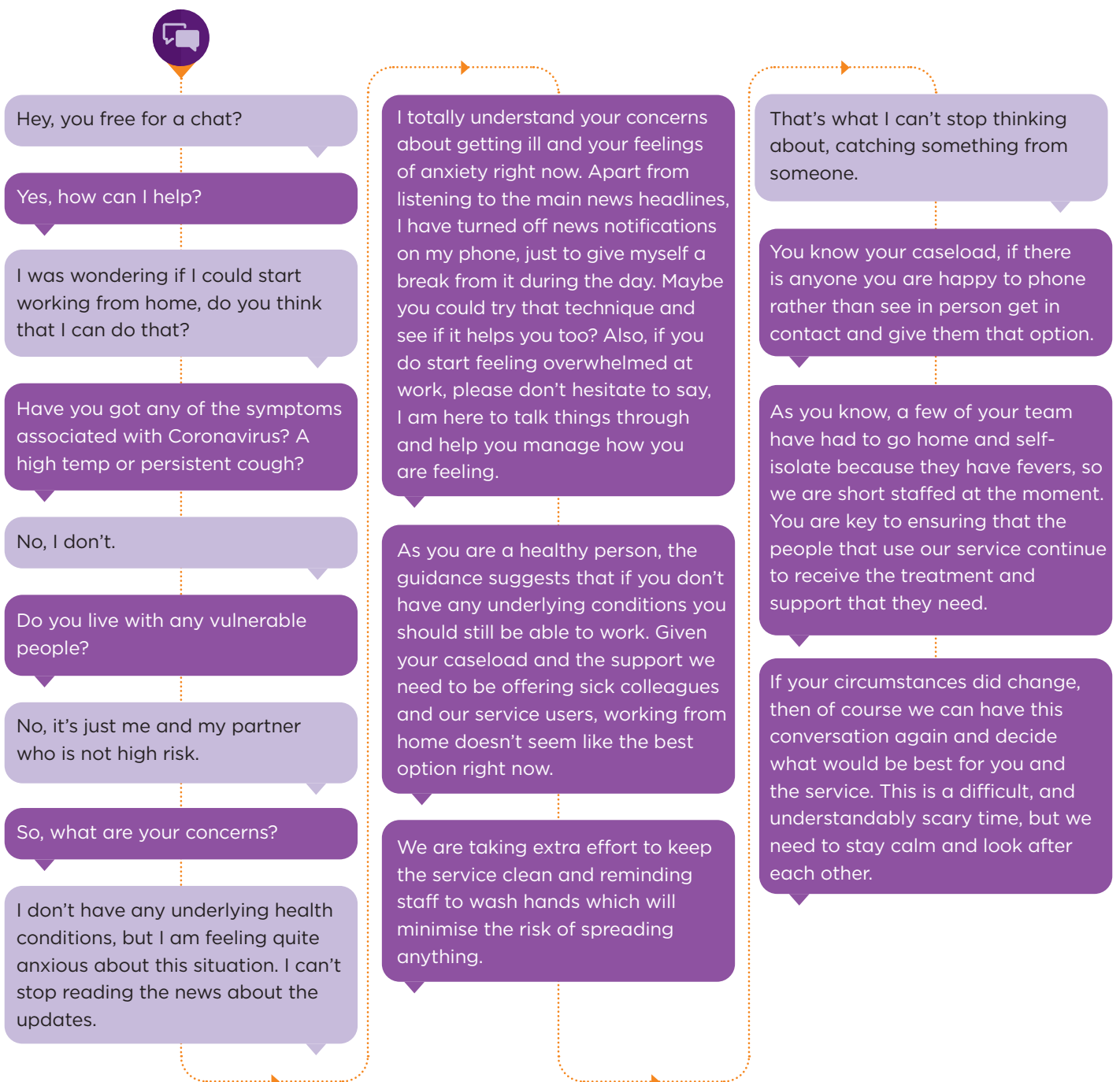
- ▶ Do you have space at home to work?
- ▶ Can you work without confidential conversations being overheard by others?
- ▶ Can you work without your screen being overlooked by others?
- ▶ Do you have a work phone, laptop or tablet to complete work on and connect to internal systems?
- ▶ Do you have Wi-Fi, a work phone with data or a dongle to connect to the internet?
- ▶ Have you tried to log in from your home network before and know it works?
- ▶ How will you be mindful of your wellbeing when you are at home?

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How to use these guidelines - an example

Below are examples of conversations between line managers and team members who are exploring the idea about working from home.

Example 1 of a decision-making conversation

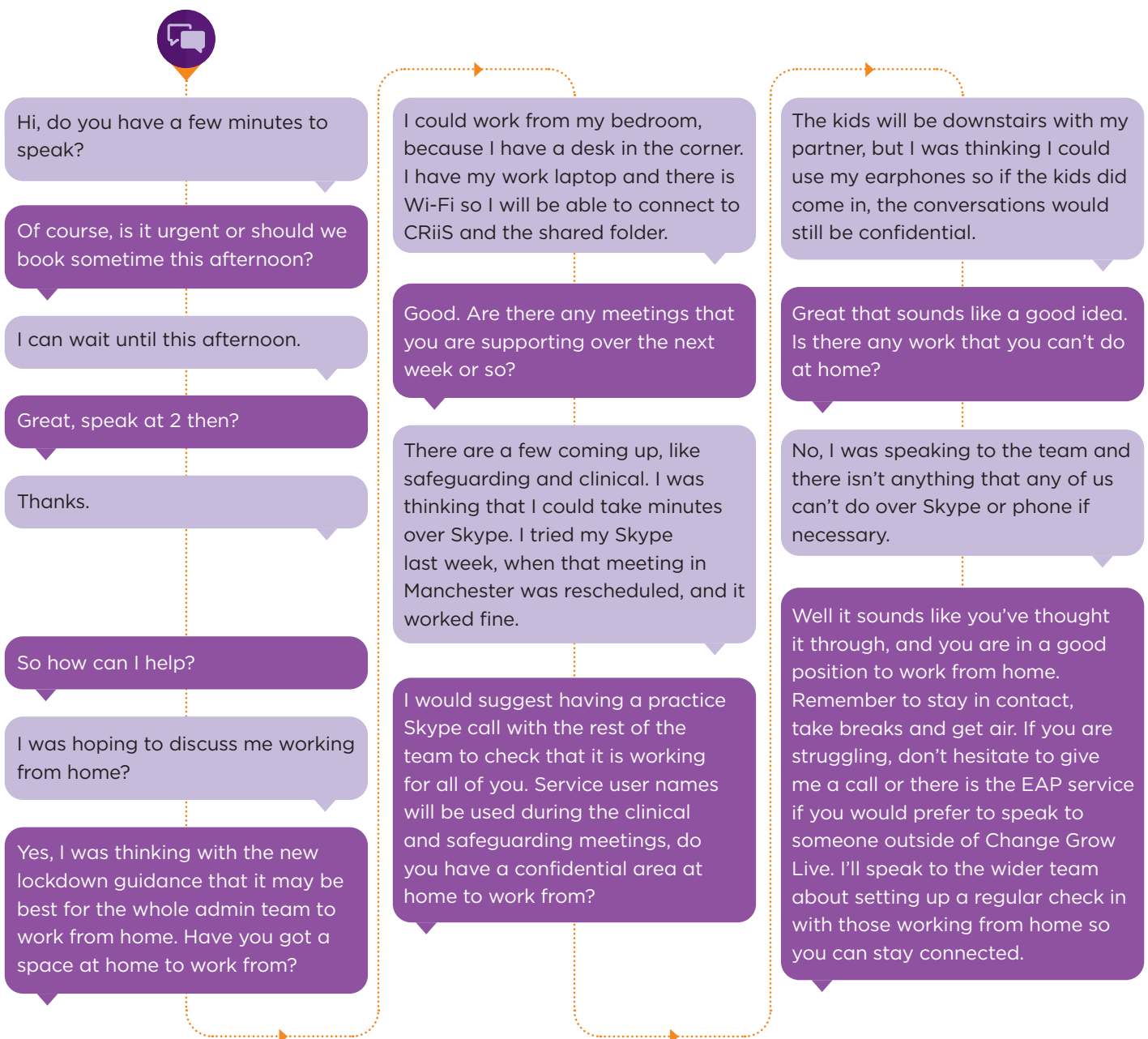


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Example 2 of a decision-making conversation



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Example 3 of a decision-making conversation

