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Subject: News from ICJE, Inc.



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In the News - Our Take on What it Means to You

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Greetings!



Photo - Todd Heisler of The Rocky Mountain News

As you read this edition of the ICJE News, Memorial Day has passed, the grills have been put away and we are back to our routines. But the memories of those who have died in the pursuit of protecting the freedom and liberty we enjoy live on.

In 1889, Civil War veteran Joshua Chamberlin delivered the following words as he dedicated monuments to those from Maine who lost their lives at Gettysburg:

"In great deeds something abides. On great fields something stays. Forms change and pass; bodies disappear; but spirits linger, to consecrate ground for the vision-place of souls.

And reverent men and women from afar, and generations that know us not and that we know not of, heart-drawn to see where and by whom great things were suffered and done for them, shall come to this deathless field, to ponder and dream; and lo! the shadow of a mighty presence shall wrap them in its bosom, and the power of the vision pass into their souls.

Powerful and profound words that echo in my mind every time I visit

cemeteries with veterans of past wars or Civil War battlefields.

In great deeds something abides. On great fields something stays!...Words to guide each of us as we live on the field of life on which God has placed each of us. Will our deeds endure, will our life's work stay beyond our time here?

May God Bless all those who gave their lives for our freedoms!

Jim Rechel - Newsletter Editor

Kentucky State Police and Bardstown, KY Police Need Your Assistance

May 27, 2013



Officer Jason Ellis / Bardstown Police Department

(CBS/AP) NASHVILLE, Tenn. - Kentucky State Police say the fatal shooting of a police officer was premeditated and are asking for the public's help in finding suspects.

Authorities held a press conference Sunday to provide more details about the early Saturday morning shooting of 33-year-old Bardstown Officer Jason Ellis.

State Police spokesman Norman Chaffins told The Associated Press that Ellis was shot multiple times with a shotgun after he got out of his cruiser to pick up debris on Bluegrass Parkway in Nelson County. Ellis was in uniform and was driving home.

Chaffins said investigators determined the shooting was an ambush. He said anyone that may have seen something suspicious in the days leading up to the shooting is asked to contact Kentucky State Police.

A reward is now up to \$43,000.

If you have any information, please call the Kentucky State Police at 1-800-222-5555.

Why Do Leaders Make Bad Decisions



All of us have faced situations and individuals in which decisions have been made that leave us shaking our heads wondering "What?"

An interesting article highlighting 6 reasons many leaders make poor decisions can provide guidance for you as you face decisions in your organization or personal life.

Find Out More... [6 Reasons Leaders Make Bad Decisions](#)

Lessons from Industry

Two months ago the US Attorney's Office in southern Georgia announced that there would not be in criminal charges related to a massive sugar refinery explosion that destroyed a refinery near Savannah, Georgia.

More than four years ago my wife and I visited, Savannah, Georgia, for a long weekend. One of my favorite pastimes while visiting different locations is to take in everything around me, the people, the culture, the industry (and the food!). One of the sites that caught my eye was a huge sugar processing plant, the one that exploded not long after our return home.

Because of the interest I took in the refinery during our visit, I have followed the subsequent investigation with a keen interest into the decisions that led to the disaster. In most man made disasters, a series of poor decisions over time eventually combine to create an environment ripe for disaster, and that was the case at the refinery.

A tremendous video was produced describing the events that led to the explosion and fire can be found at: [A Series of Events Led to Disaster Video](#)

The Art of Critical Decision Making - Professor Michael A. Roberto

In conducting research for this month's newsletter, I found a tremendous resource on the topic of critical decision making. The author of the training resource is Professor Michael A. Roberto. It serves as a great educational read, and for those involved in training and education it is an excellent resource. Should you decide to use it for training, please contact Professor Roberto for the proper clearance to use his material.

What you will find is 24 one hour lessons, with a sample of topics shown below:

Making High Stake Decisions
Cognitive Biases
Avoiding Decision Making Traps
Framing - Risk or Opportunity
Intuition - Recognizing Patterns
Reasoning by Analogy
Making Sense of Ambiguous Situations
Groupthink - Thinking or Conforming

A sample of what you will find in his thought provoking program:

Intuition-Recognizing Patterns

Scope: What is intuition? How does it work? What are the classic mistakes that we make when employing our intuition?

Can one develop intuition? How do we combine rational analysis and intuition effectively? Drawing on case studies from healthcare, the military, firefighting, and the video-game industry, this lecture seeks to answer these questions. Intuition, fundamentally, represents an individual's pattern-recognition abilities based on their past experience.

When we use intuition, we do not go through a rational analysis of multiple alternatives, with deep evaluation of the consequences of each option. Yet our intuition often leads to good decisions. This lecture explains how the intuitive process works, a process whose steps we often are not aware of as they unfold. As it turns out, intuition is more than simply a gut instinct. It involves powerful cognitive processes that draw on the wealth of experiences that we have stored in our brains. Of course, intuition can lead us astray in certain predictable ways, and we will explore those pitfalls as well.

Outline

I. What is intuition? How does it affect the way we make decisions?

A. Intuition is fundamentally about pattern recognition and pattern matching based on our past experience.

B. When we use our intuition, we do not evaluate a whole series of alternatives, as many decision-making models suggest that we should.

C. Instead, we assess a situation, and we spot certain cues.

D. From these cues, we recognize patterns based on our past experience. We match the current situation to these past patterns.

E. As part of that pattern matching, we often reason by analogy to past situations that seem similar to the one we currently face.

F. Based on that pattern recognition, we then embark on a course of action. We adopt certain "scripts" from our past experience.

G. We don't explore a wide range of options; instead, we tend to mentally simulate our initial preferred action.

II. How does intuition work for actual decision makers facing challenging situations?

A. Firefighters use intuition when determining how to fight a blaze. They often do assess a wide range of options, but they don't have time to do so in many cases.

1. Klein gives an example of a firefighter who assessed a situation that appeared to be a simple kitchen fire.

2. However, certain cues (or features of the situation) did not match the pattern of experience that the firefighter had had with kitchen fires.

3. From that, he concluded that something did not seem right. This didn't seem like an ordinary kitchen fire.

4. He ordered his men out of the building right away. The floor collapsed shortly thereafter. As it turned out, this fire was actually emanating from the basement. It was far more serious than a simple kitchen fire.

B. Nurses and doctors use intuition all the time, despite all the data that you might think drive their decision making.

1. Here, you see a clear distinction between novices and experts. Novices don't have the experience to engage in the pattern recognition that an expert can employ.
2. Nurses often report that they took action simply because they didn't think things felt right. Something told them that the patient was in more trouble than the data suggested.
3. In one study, we examined a mechanism called rapid response teams in hospitals.
4. These teams were designed to pick up on early signs of a potential cardiac arrest and to trigger intervention to prevent such an outcome.
5. Nurses were given a set of quantitative criteria to look for in assessing patients at risk. They were also told to call the team if they simply felt uncomfortable about a situation.
6. Many hospitals reported that a substantial number of calls came when experienced nurses felt uncomfortable but the vital signs appeared relatively normal.
7. One hospital reported to us that nurse concern (without vital sign abnormalities) was the best predictor that intervention was required to prevent a bad outcome from unfolding.

C. In a case study on Electronic Arts, the leading video-game publisher, we found that intuition played a very large role in decision making.

Source: The Teaching Company.

Link to pdf: [The Art of Critical Decision Making](#)

(Be Patient, as the download takes awhile even on high speed connections)

ICJE / AUM Training

Law Enforcement Training

List of Classes and Registration Link: [ICJE / AUM Seminar List and Registration](#)

\$6 Billion Money Laundering Operation Shuttered

U.S. federal law enforcement agencies on Tuesday announced the closure and seizure of **Liberty Reserve**, an online, virtual currency that the U.S. government alleges acted as "a financial hub of the cyber-crime world" and processed more than \$6 billion in criminal proceeds over the past seven years.

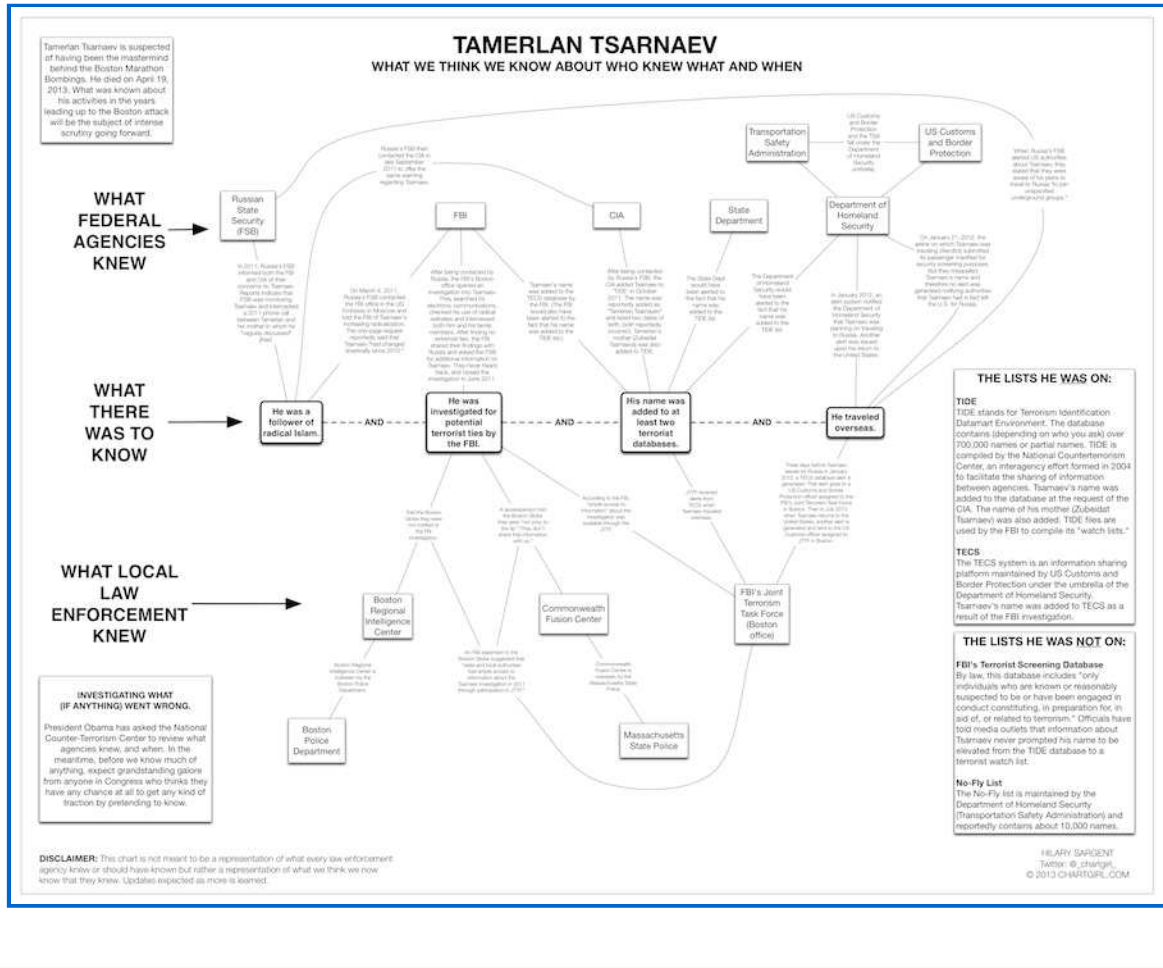
Read More at Krebs on Security: [Liberty Reserve](#)



ChartGirl

For those who need to present ideas in charts, a website with a variety of ideas is ChartGirl.

For ideas: [Charts Galore](#)



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