

27 February 2018

Survey Responses

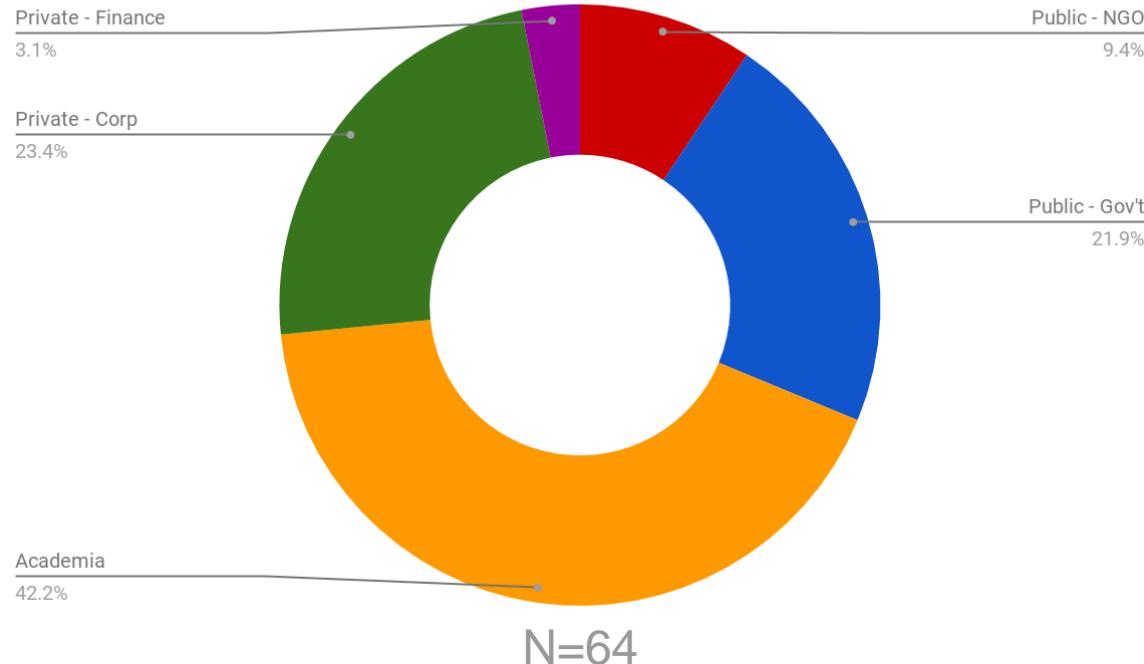
Analysis Under Uncertainty for Decision Makers
Network Workshop

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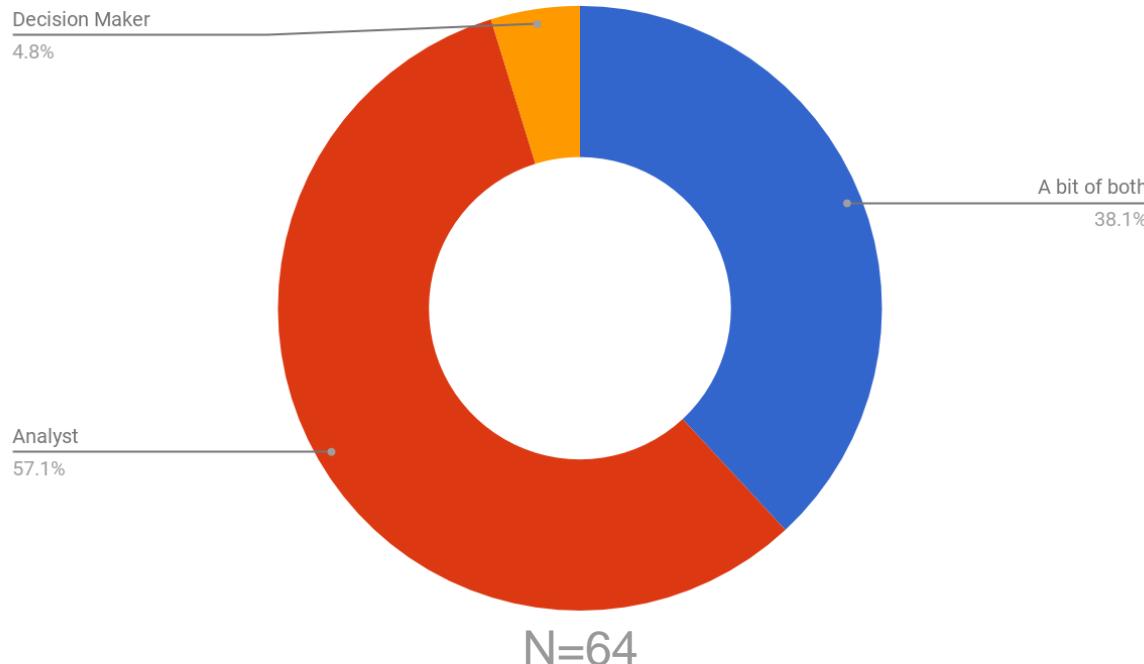
Who's here?

What kind of organisation do you work for?



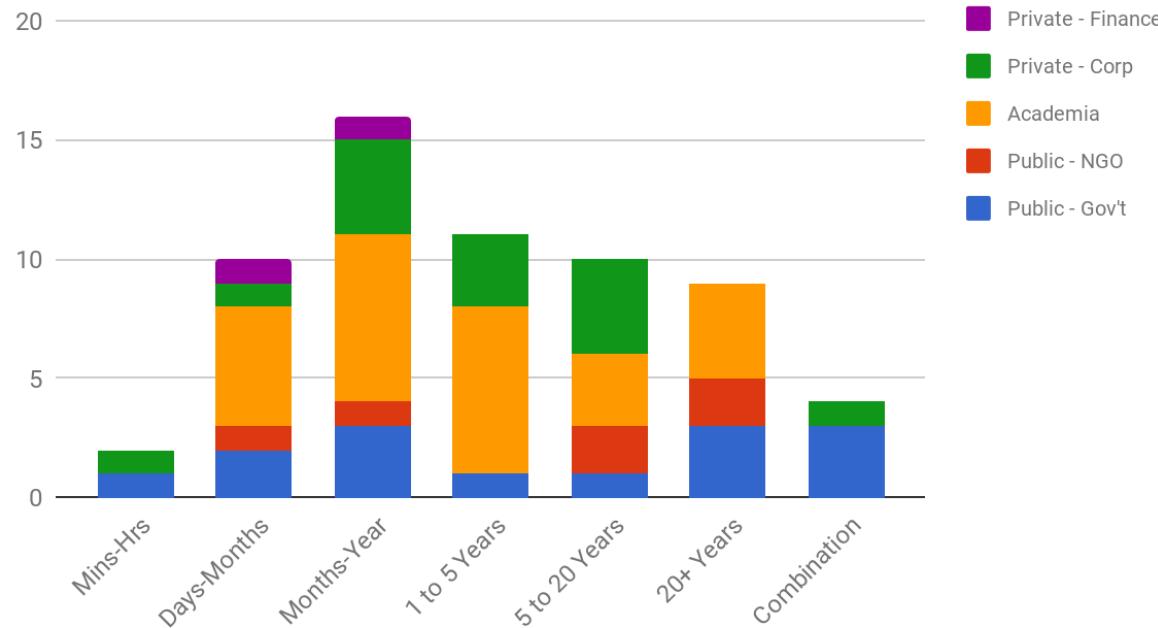
What do we do?

Do you consider yourself an analyst or a decision maker?

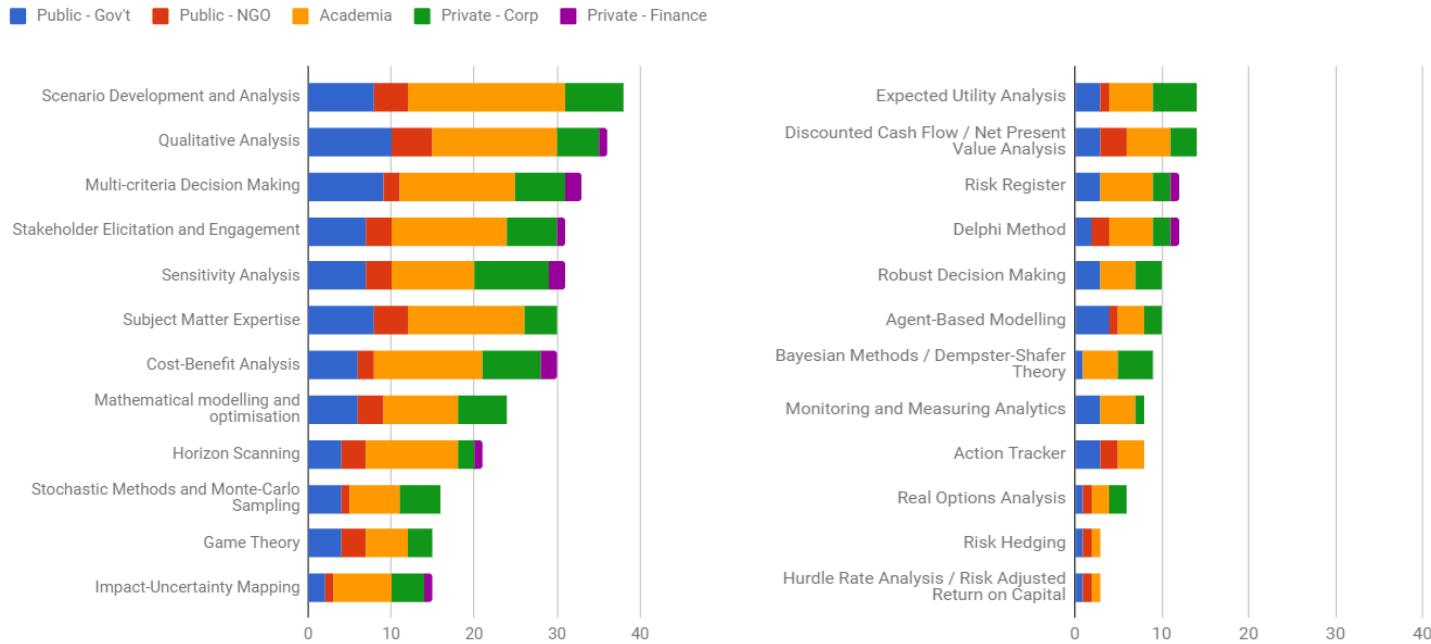


On what time horizon?

What timeframe is most relevant to your decision making?

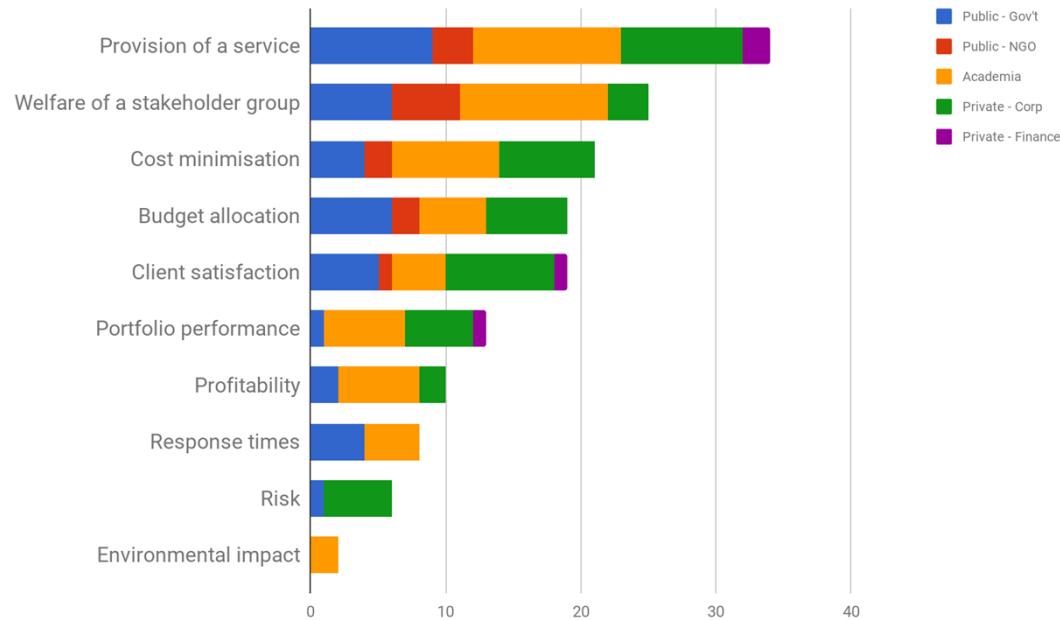


What tools do we use?



What do we seek to optimise?

What do you seek to optimise in your decision-making or analysis?

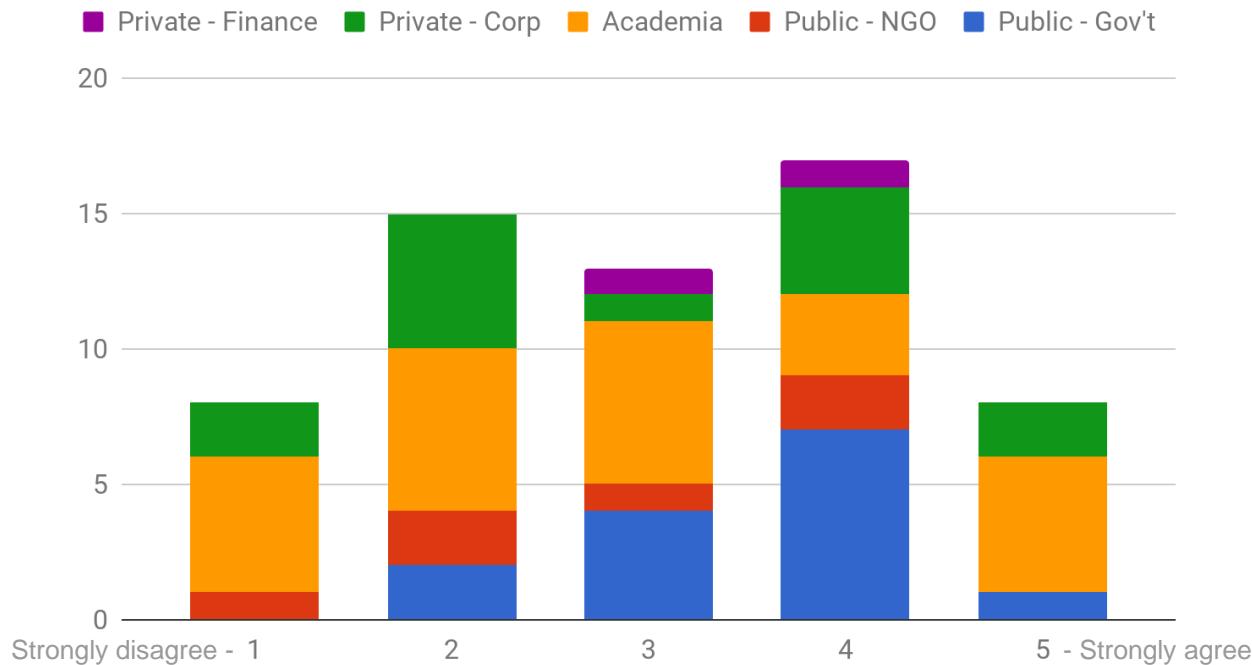


What do we seek to optimise?

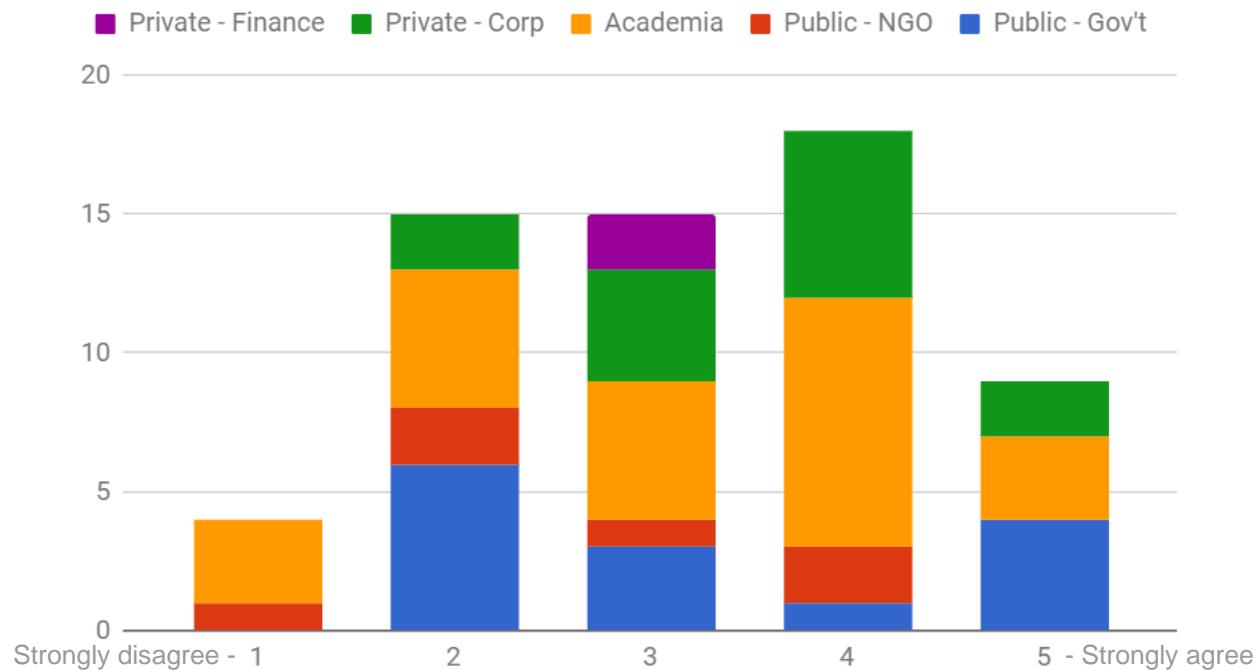
What else?

- “Option value”
- “Group learning”
- “Selection of the right topics for analysis”

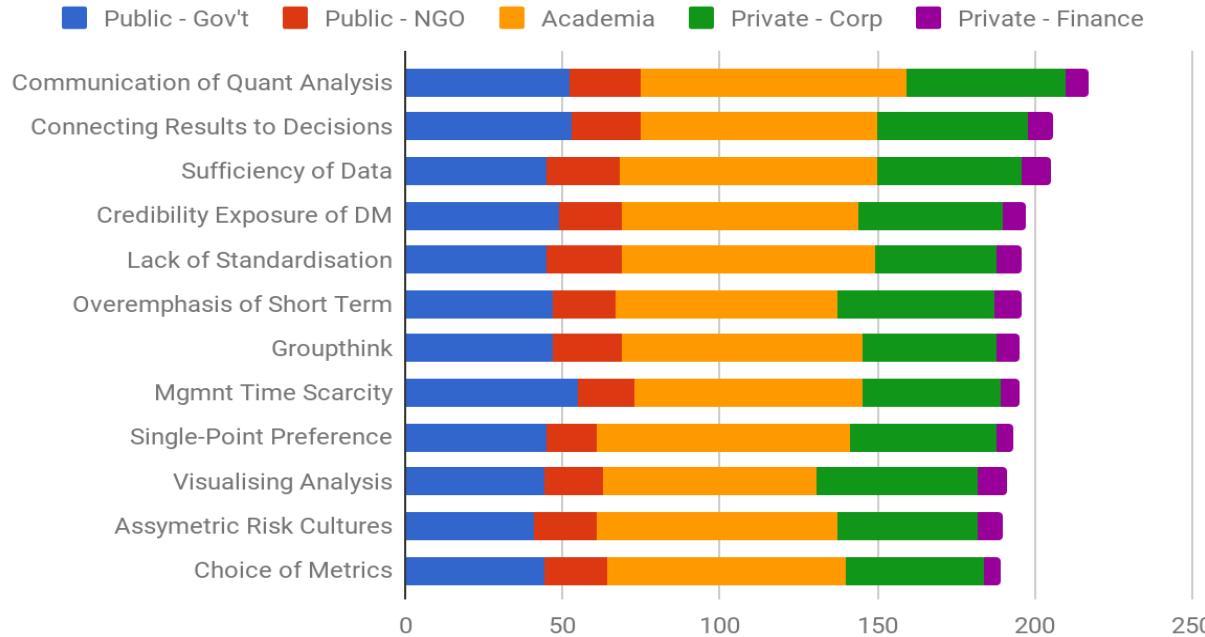
"My decision making is substantially constrained by a regulatory or public mandate."



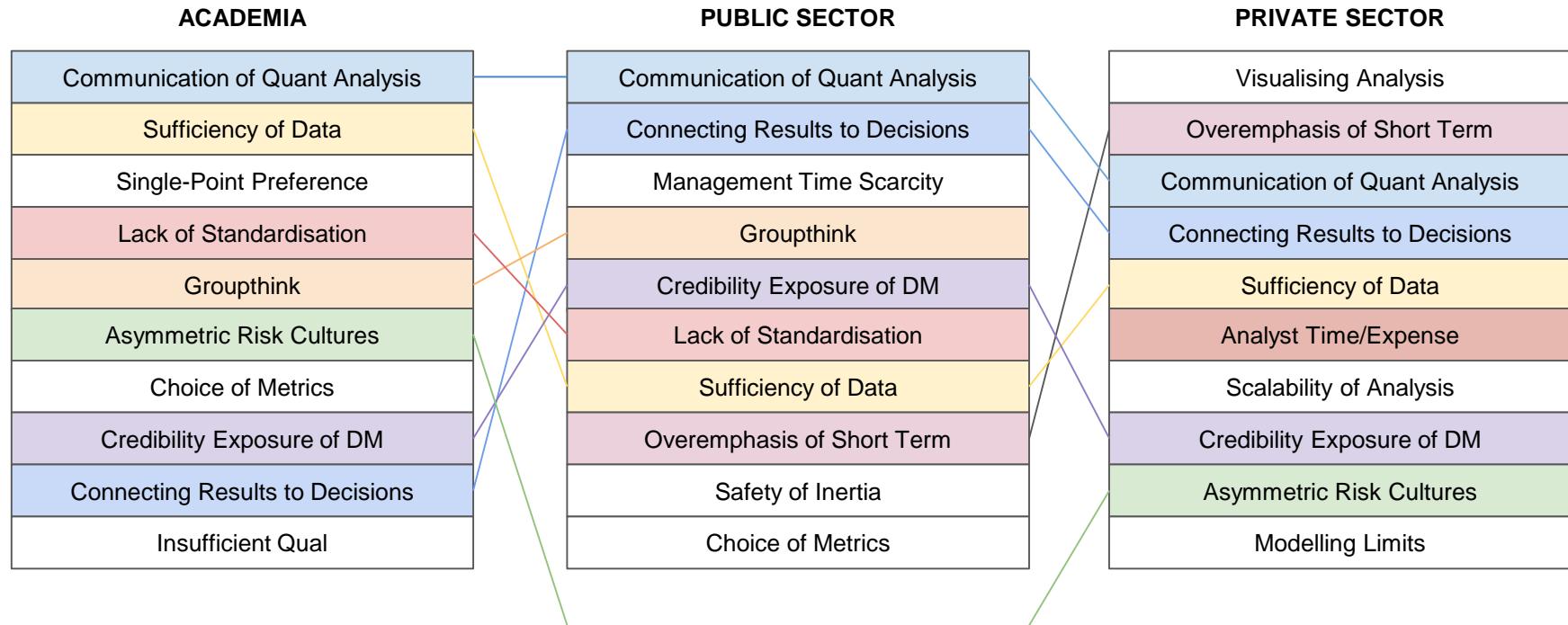
"A large portion of the risk and uncertainty in my decision making is strategic."
(i.e. uncertainty in the decisions and counterdecisions of other decision makers such as competitors)



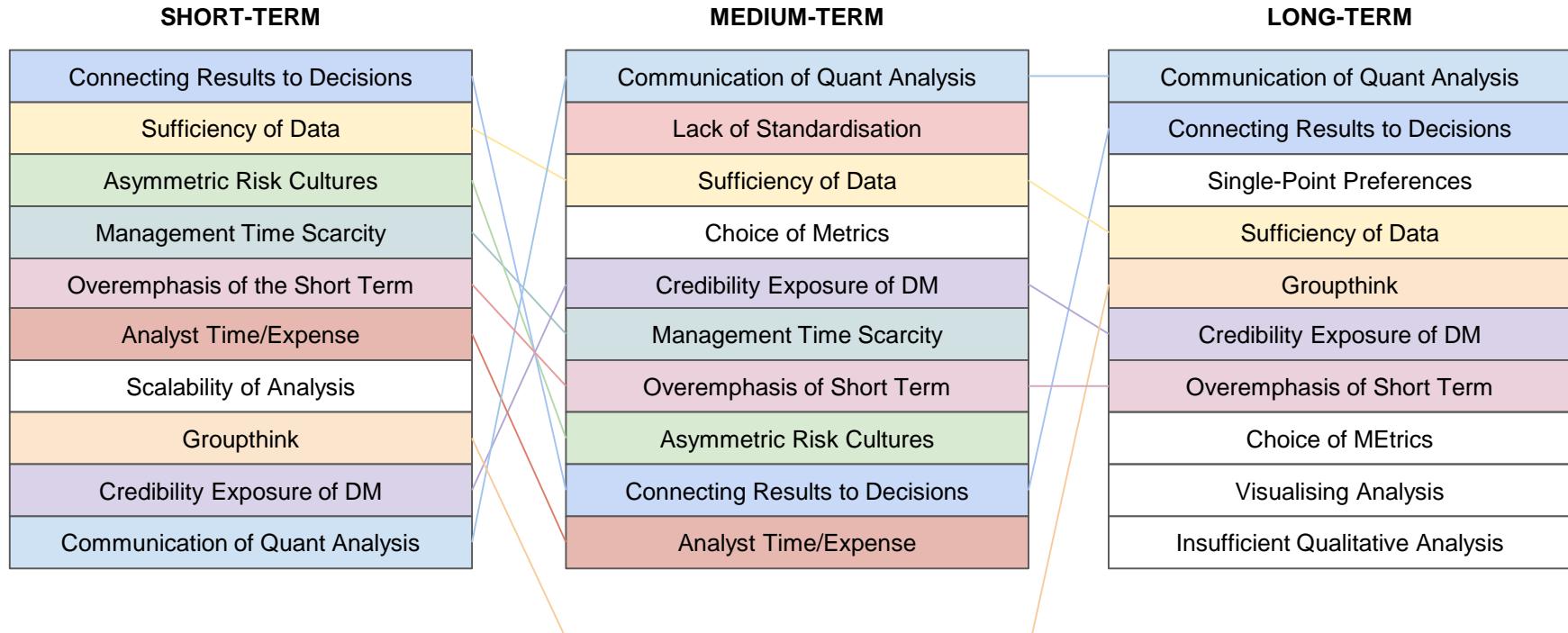
What barriers do we face?



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What barriers do we face?

What else?

- “Communicating underlying assumptions believably”
- “Degree of understanding of the different types of uncertainty which different methods can better address”
- “Difficulty in forming coherent scenarios of the future, e.g. ‘more self-driving cars’ - what will that mean in practise and what are the implications on travel patterns?”
- “Lack of professional certification for analysts”
- “Institutional and Organisational processes that inculcate many of these behaviours. Even if you wanted to make change at an individual level the organisational structure and processes would not allow it.”

"What do you think decision makers really want from their analysts and the analyst community?"



"What do you think decision makers really want from their analysts and the analyst community?"

DMs want to ask intuitive questions.

- “Timely evidence which addresses key questions that decision makers have clearly set”
- “Practical, fit-for-purpose approaches to address decision-makers questions/challenges”
- “Fact-based hypotheses and conclusions”

"What do you think decision makers really want from their analysts and the analyst community?"

DMs want a menu from which to choose with articulated consequences and tradeoffs.

- “What are the realistic set of alternatives that could be made and their 90% confidence expected outcomes?”
- “Trade-offs corresponding to the alternative decisions/actions being considered”
- “Effective and efficient analysis and the presentation of appropriate options”

"What do you think decision makers really want from their analysts and the analyst community?"

DMs want to understand the evidence base.

- “Reassurance that information is based on the best available science”
- “Evidence based research on the impacts of decisions”
- “Information derived from good data”
- “Timely evidence which addresses key questions that decision makers have clearly set”

"What do you think decision makers really want from their analysts and the analyst community?"

DMs want analysis presented in their own language.

- “Answers to pressing questions that the DMs have, in the ‘currency’ and language that is appropriate to the problem”
- “They want the information to be conveyed in a transparent, unambiguous format and in appropriate language”
- “They want information about uncertainty that it is well communicated and practically useful”

"What do you think decision makers really want from their analysts and the analyst community?"

DMs want whatever makes their job easy! (Cynics!)

- “They want a single answer without uncertainty”
- “To provide evidence and clarity that justifies their pre-existing decisions”
- “Certainty! They don't really know how to deal with the uncertainty we give them”
- “Conclusions.”