

Decision Making: Outside the Room Factors

A large, semi-transparent speech bubble containing the Orbit logo, which consists of a speech bubble icon and the word "Orbit" in a bold, sans-serif font.

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Battle of Wits

Rapport Building

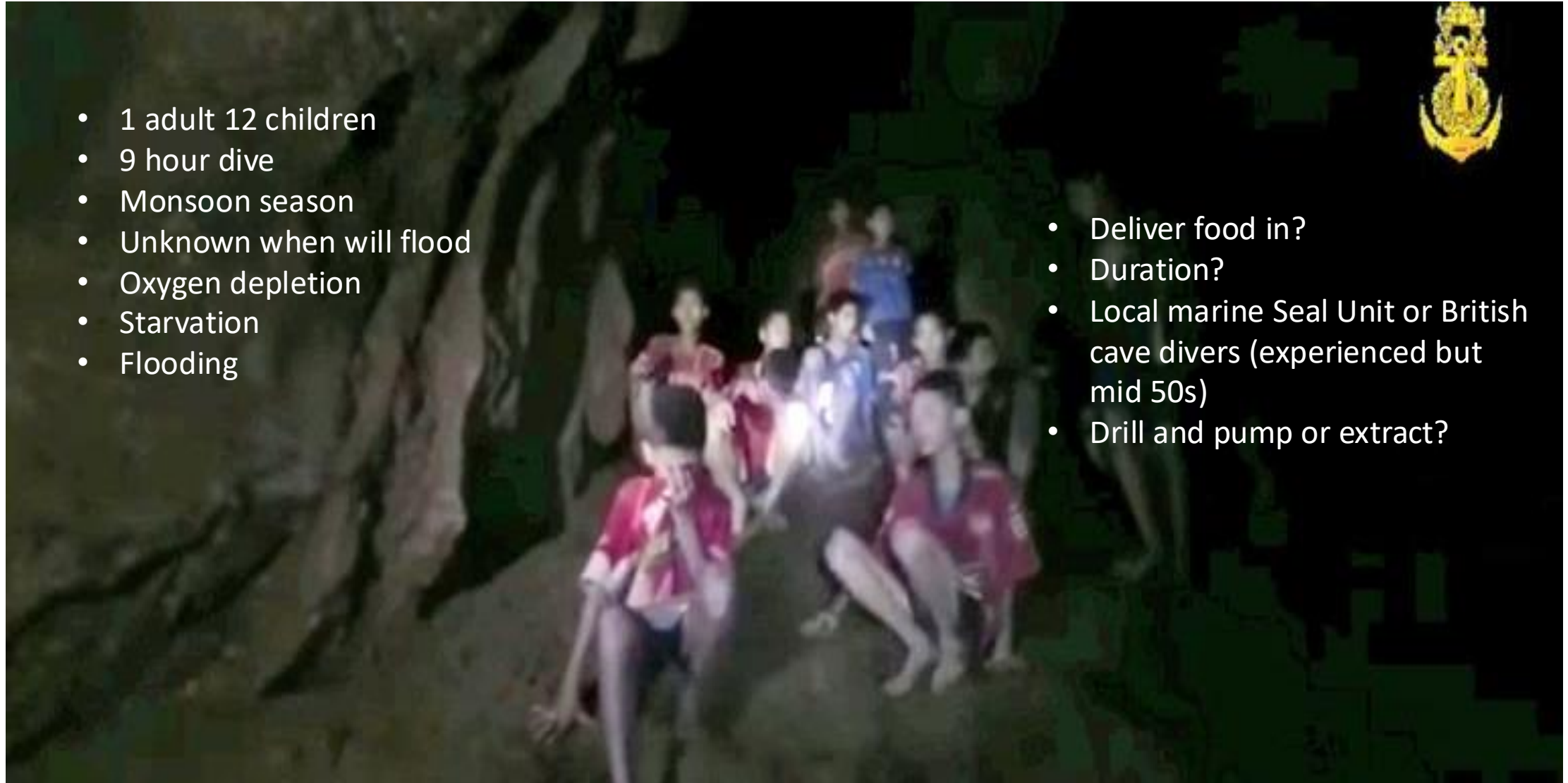
Religious ideological knowledge

Political knowledge

Absence of tricks.

VALUES! partly formed or at least modulated by organisational culture

Cave Rescue Scenario



- 1 adult 12 children
- 9 hour dive
- Monsoon season
- Unknown when will flood
- Oxygen depletion
- Starvation
- Flooding

- Deliver food in?
- Duration?
- Local marine Seal Unit or British cave divers (experienced but mid 50s)
- Drill and pump or extract?

What makes something 'critical'?

- **Uncertain, dynamic environments**
- **Ill-structured problems**
- **Ill-defined competing goals**
- **Multiple event feedback loops**
- **Time constraints**
- **Multiple players**
- **High stakes**
- **Organisational norms/goals vs. personal choice**
- **Accountability and uncertainty**

Values

- **Anaesthetize (twice due to duration)**
- **Ziptie kids hands and feet and strap body to diver**
- **Don't tell kids about the anaesthetic**
- **Extract via a coordinated specialist cave dive team (not Seals)**
- **Go NOW**

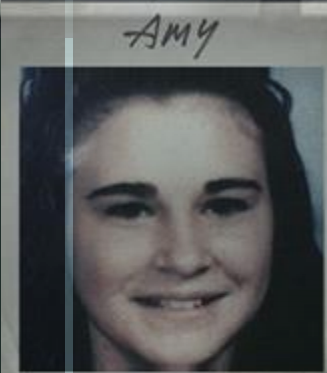
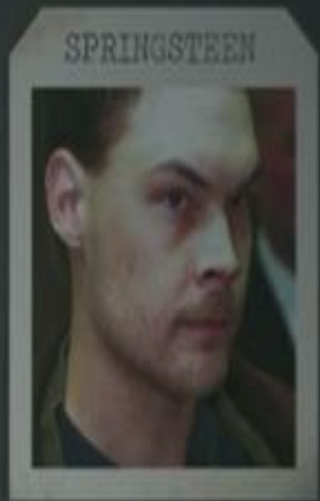
<https://www.youtube.com/watch?v=rLFZxypzW>

is



Recurring themes

- Volume of Information (too much, too little, contradictory)
- Uncertainty & Stress (misinformation, high stakes, dynamic and fluid scenarios)
- Inability to diagnose the problem - Sensemaking (interpreting cues correctly, quickly and effectively acting on them, recognising redundancy and errors and mopping them up expeditiously)
- Multi Agency Communication (competing agendas, information sharing, territories, silos)
- Emotion (Career Fear, regret, pride, loss, Safe Self cognitions)
- Confidence (in team and self) and Legacy (for victims, community, organisation and self)
- Organisational climate and culture matters



https://www.youtube.com/watch?v=3AP_vaXol40





The Murder

- 23 yo female with 3 yo son.
- Location: large park area near urban conurbation.
- Time: iro 11am. Relatively busy.
- Severe wounding, defense wounds. Son left unharmed.
- SA after death.

Call in the 'Expert': Psychological Profiler



- 25-30
- Loner
- Unusual interests
- Active fantasy life
- Occult
- Prior sexual offences
- Unsuccessful with women
- Local
- Impersonal sex
- Rape fantasies
- Outdoor sex
- Intense interest in the case

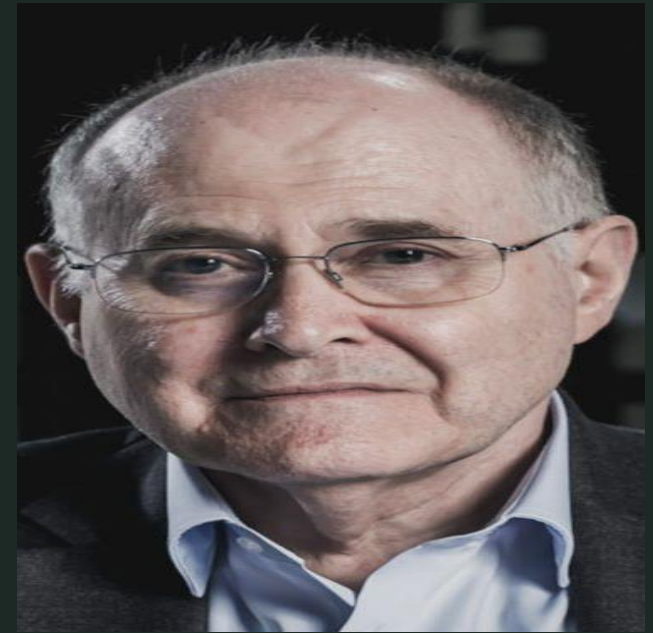
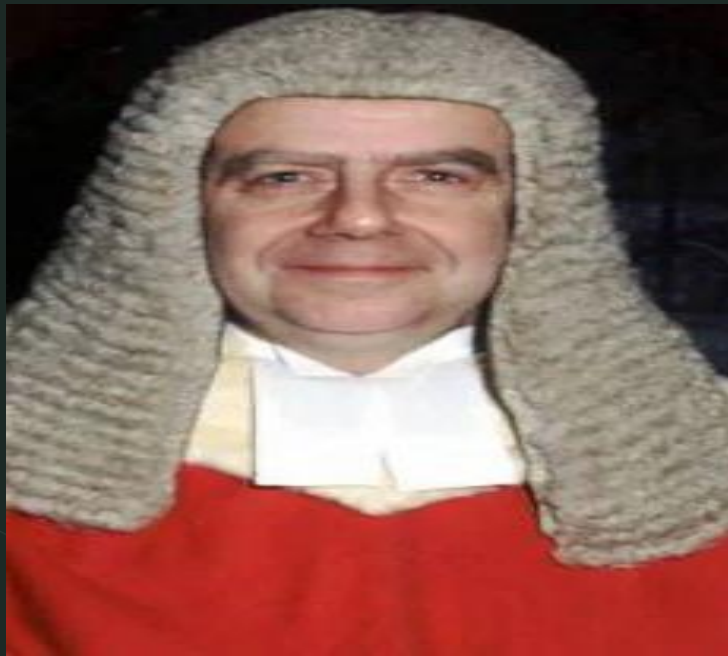


Suspect

- 28 yo male virgin
- Bedroom painted black with wiccan symbols
- Copy of media re murder case
- Indecent exposure on common
- Id from E-fit
- Interviewed under caution
- Psych 'no reason to exclude from enquiry'
- Interviewed. Talks, denies. States was not on common that morning.
- PC on scene states S asked 'who is girl that has been killed'?



- Conventionally attractive blonde 'Lizzie James'
- 'Friend of Julie Pines'
- Adventurous & Promiscuous with interest in Satanism and occult.
- 47 letters, 19 phone calls, 4 meetings
- Urged operation be extended from 16-28 weeks.
- Confession likely or at least guilty knowledge
- 'I want to see you defenseless and humiliated'
- 'Fantasies are from a vanishingly small sub population of sexual deviants'.
- Her hands were 'as if in prayer'
- Talked of V being raped
- Spoke of using a knife in fantasies



- "I think the use of the honey trap evidence betrayed a clear awareness in the investigating police officers that they simply didn't have a case."
- "The resort to psychological profiling and, in consequence the honey trap evidence, was a token of that real sense of despair,"
- "There were repeated, insidious, suggestions that Stagg had been exonerated on a technicality - in other words that I had literally let him get away with murder".

NO GIRL IS SAFE

Rachel murderer will strike again



NOT GUILTY Stagg after his acquittal yesterday. The police
operator to trap him was slammed by the judge

**THE mystery sex beast who murdered pretty
mum Rachel Nickell is today laughing at the
law — and fears that he will kill again.**

Stagg's father, judge and even the man
cleared of the killing yesterday warned: "The
woman is safe from him."

The man came as witness words Colin Stagg, 31,
was dramatically acquitted
Commonwealth Court judge today and the
man who had been accused of
murdering Rachel Nickell in 1992.
In the absence of any
hard evidence against the
accused killer, the judge
said the man would
have had to be made to
stand trial today by allow-
ing tricky sex.

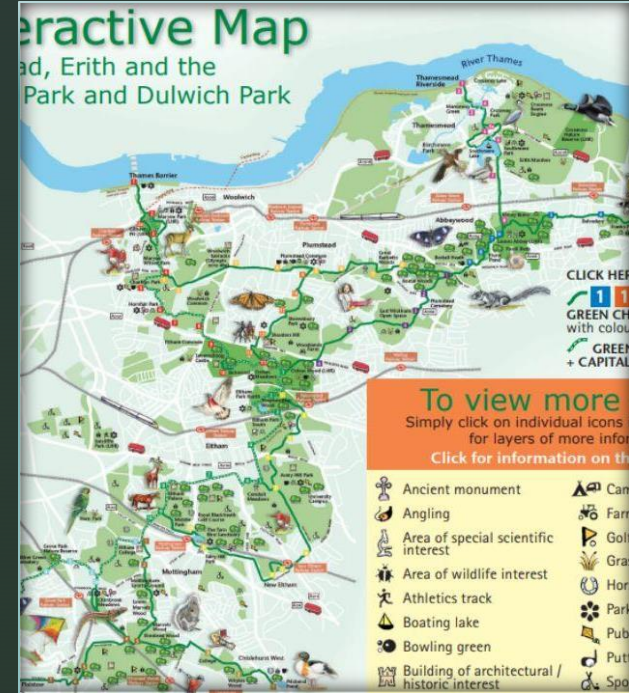
She then told Stagg: "If
only you had done that
evidence, Commonwealth
Court would be great."

But after four days of
legal arguments, the judge
found that the evidence
"wasn't convincing."
He added: "It was a loss."



VICTIM Mum Rachel was lured
to death in front of her

Where is the
Justice?

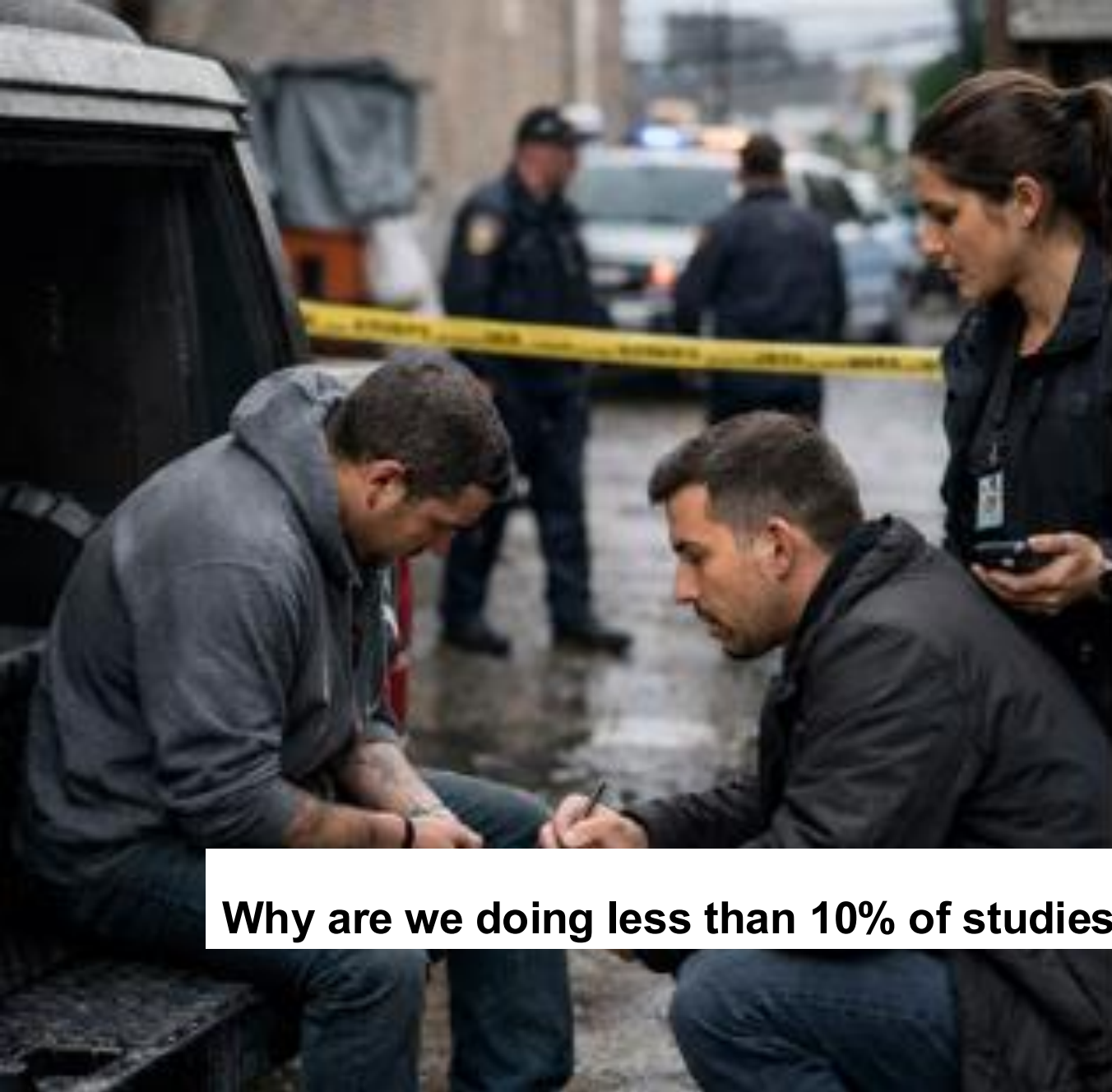


17 years later



Errors, Expertise and Qualities

- Primacy effects
- Confirmation Bias
- Anchoring & Adjustment
- Value systems
- Perceptual cues & redundancy
- Must haves vs. nice to haves
- Open mindedness & challenge
- Devil's Advocate
- Cognitive Flexibility
- Rapport Building
- Need for Closure



Why are we doing less than 10% of studies on real suspects?



Are we focusing on the right things enough? No, we are not...



Lying

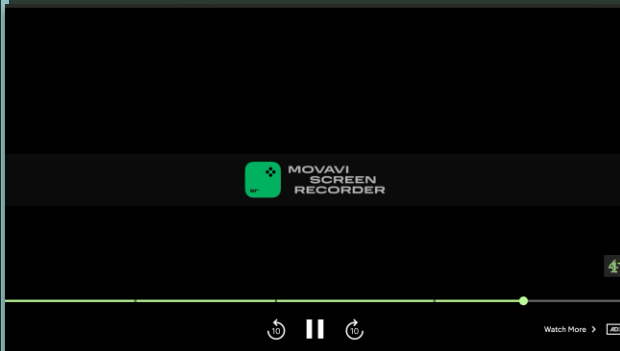


Validation of what rapport means



Lab based studies





- Training is uneven
- Deinvestment now will have upstream impact
- Need to think smarter and faster and at scale
- A rapid review of state may be worthy

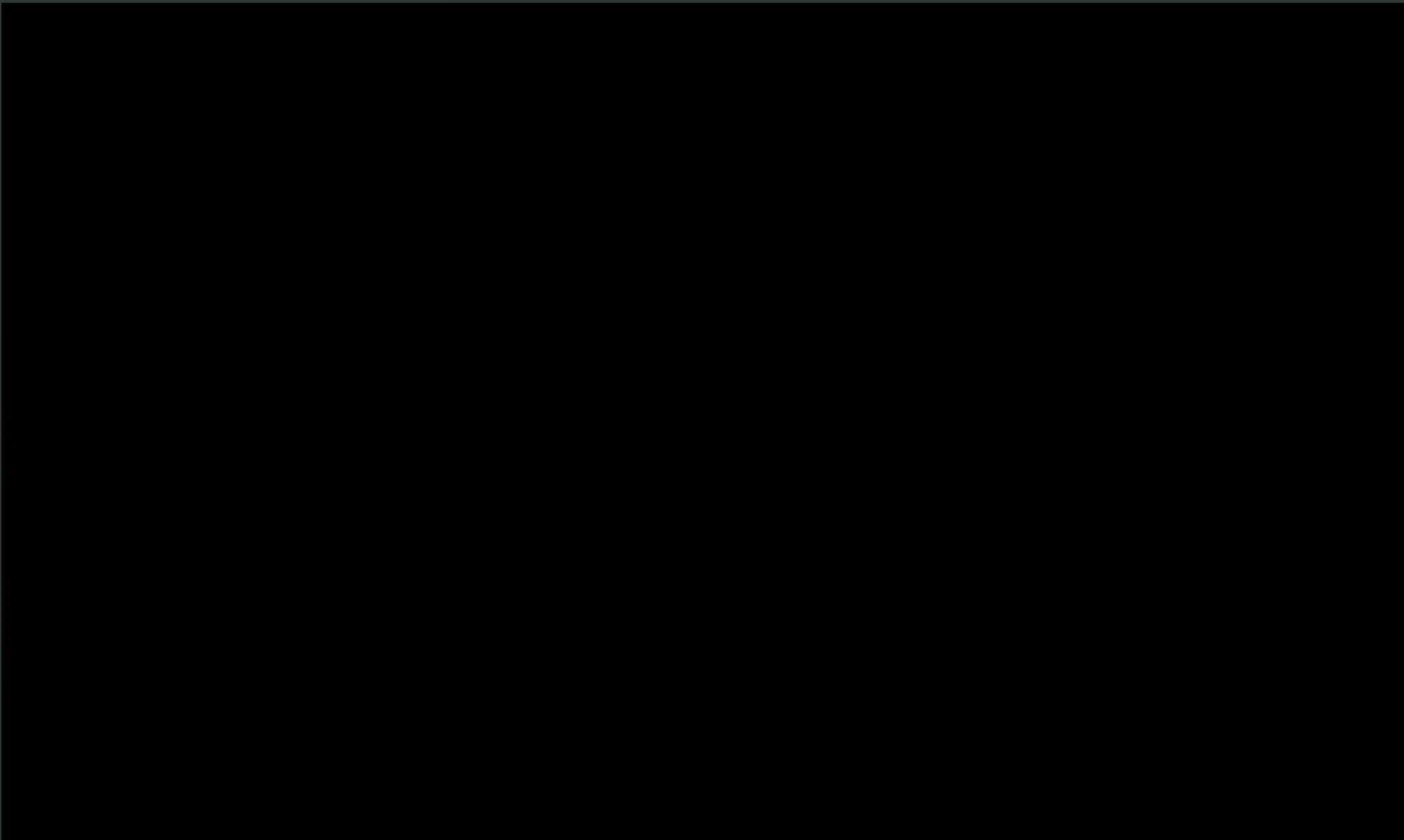
Approximate Number of Students Receiving SBI Instruction

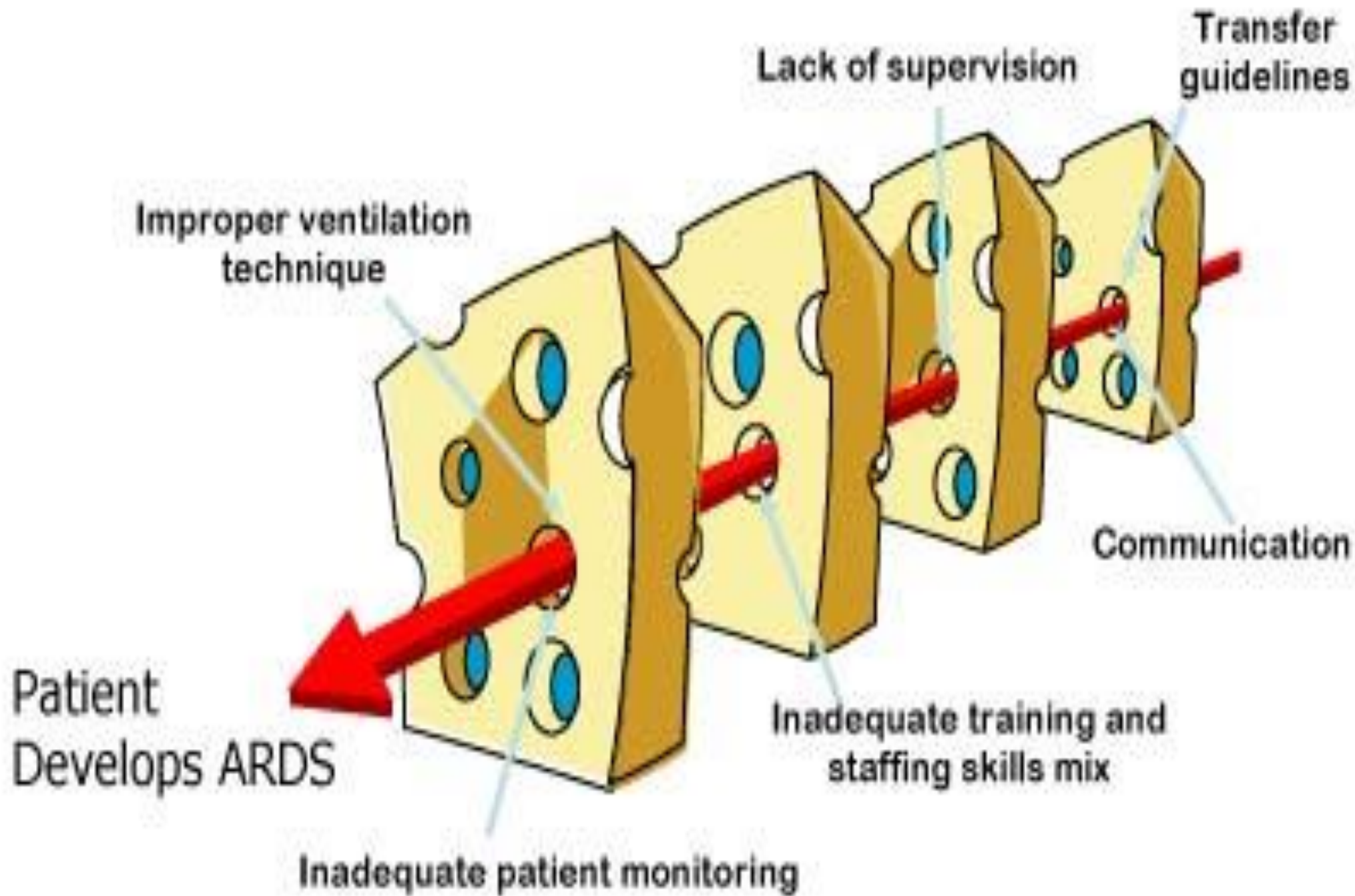
Location or Agency	2022–2024	2025	Projected 2026
California POST	1494	1940	2350
New York (TTP*)	430	658	578
New Jersey Urban Area Security Initiative (TTP*)	70	169	78
East Baton Rouge, LA (TTP*)		48	
Kentucky, Ohio (TTP*)			150+
IXI Solutions		180	200
International Homicide Investigators Association		1,700	1,700+

So, what is next?
And what are the
consequences?

- Scale
- Consistency
- Coaching and Support
- Upskilling beyond basic
- World of Conflict
- Must be better than when I started

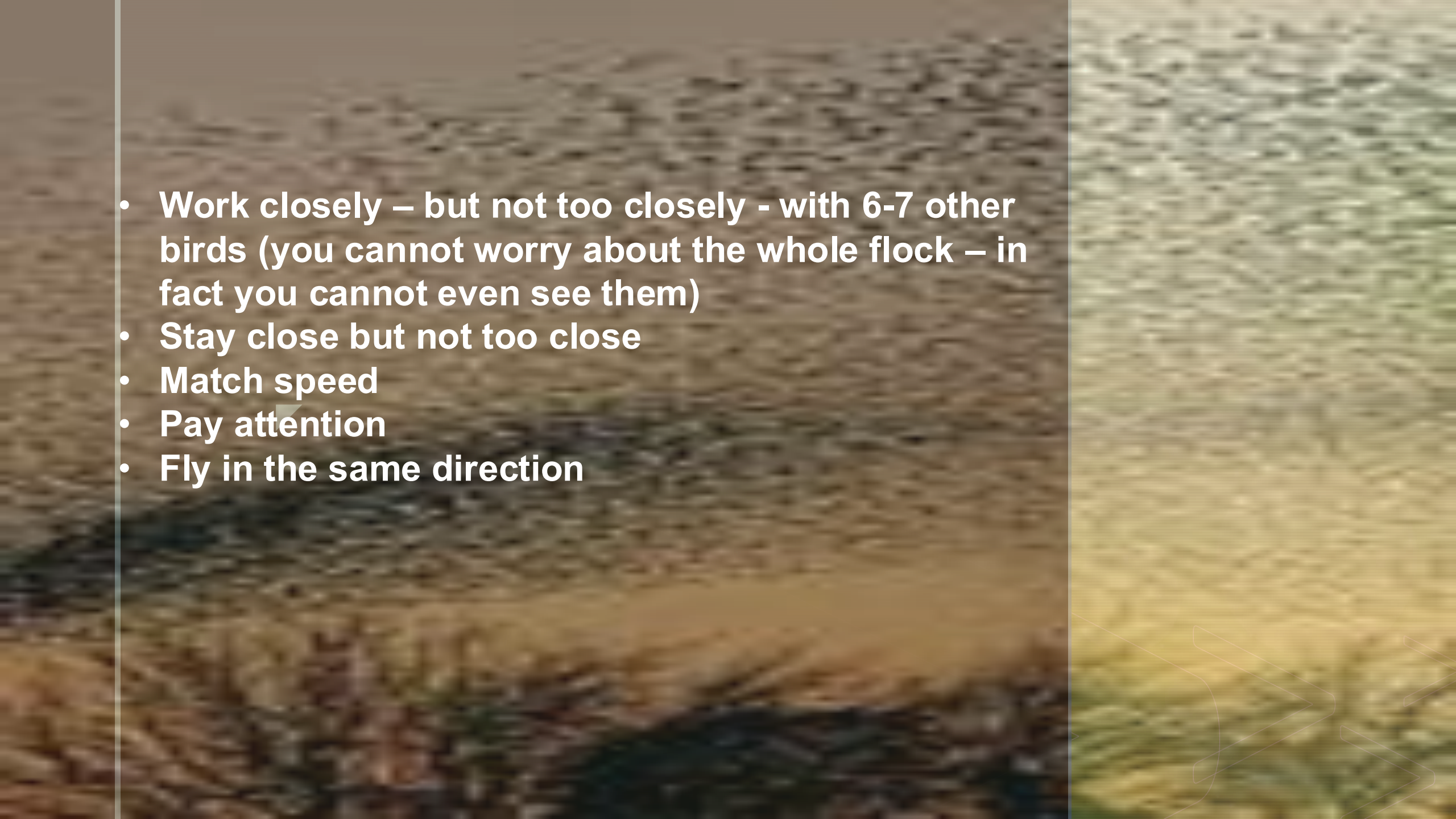






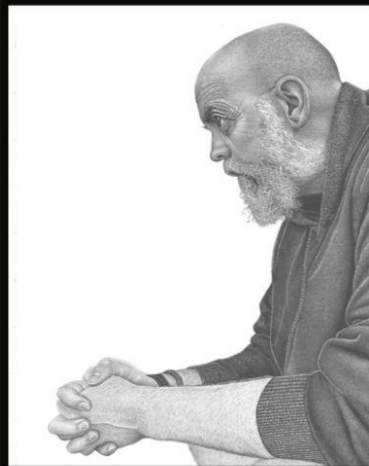
Key points...

- Content and theory can be delivered online and translated
- We do have empirical and theoretical evidence about what works and why
- The Good practice needs to be spread AT SCALE
- F2F coaching is still required and it must be high quality
- Investigative Mindset Matters (not just comms skills but thinking skills)
- Micro learning and repeat practice (AVATAR is One way)
- We cannot afford to slip backwards ... but I fear in some cases we are
- Mendez, CREST, IIRG, DavidHorn, OSACO, Inniskit, academic community all need to help
- We ALL Need to be in the same boat and all sailing in the same direction with a common goal

- 
- **Work closely – but not too closely - with 6-7 other birds (you cannot worry about the whole flock – in fact you cannot even see them)**
 - **Stay close but not too close**
 - **Match speed**
 - **Pay attention**
 - **Fly in the same direction**

RESISTANCE

THE PSYCHOLOGY OF
OBSTRUCTIVE
INTERPERSONAL BEHAVIOR



LAURENCE ALISON AND EMILY ALISON
WITH FRANCES SURMON-BOHR,
NEIL SHORTLAND, MICHAEL HUMANN,
AND JORDAN NUNAN

WILEY

IN DEFIANCE OF THE GODS
ODYSSEUS

LAURENCE ALISON
VU DANH
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