

## Exercising Capability

Activities which exercise elements of management may be conducted to [promote awareness](#), or [demonstrate capability](#), or [confirm preparedness](#) or to [test plans](#)

ELEMENT	PERFORMANCE CRITERIA
1 Determine aim and objectives of activity.	1.1 Identify need for activity. 1.2 Consult with stakeholders. 1.3 Determine activity aim. 1.4 Determine activity objectives.
2 Plan activity	2.1 Consult with stakeholders. 2.2 Identify appropriate type of activity to meet need. 2.3 Apply planning processes effectively 2.4 Identify resource requirements.
3 Conduct activity	3.1 Initiate activity 3.2 Facilitate the direction of the activity 3.3 Monitor the progress of the activity 3.4 Terminate the activity
4 Evaluate activity.	4.1 Conduct debrief of activity 4.2 Review activity outcomes against objectives 4.3 Report to stakeholders.

# “Exercising Management”



All & any aspects of management **can & should** be exercised.

- Consider how research improves how you “exercise capability”
- Focus on PRAXIS

- ✓ Research past performances & case studies
- ✓ Conduct a range of “bench presses” of planning
- ✓ Train staff for broad planning skills & for contingent action



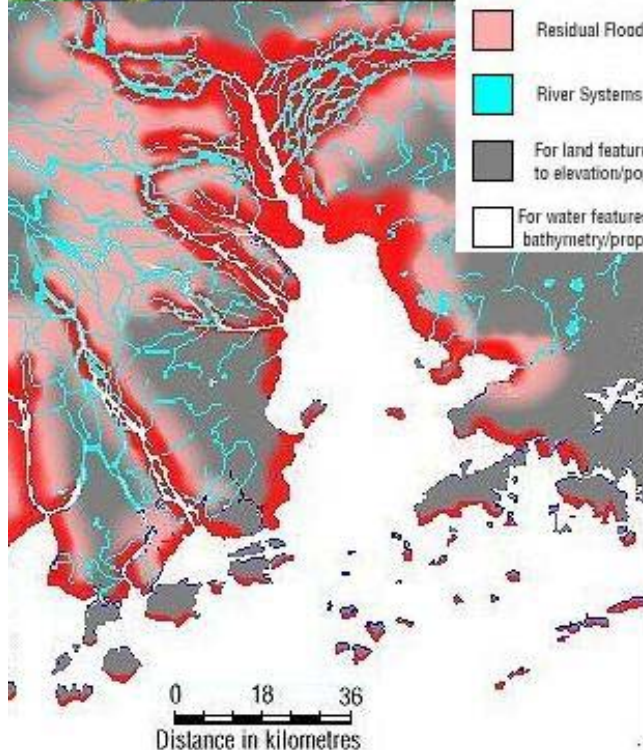
# Case Studies & Exercise Planning

## Criteria for Success

- **Significance** i.e. individual case/cases are unusual or of public interest, the underlying issues are nationally important in some way or both of the above.
- **Completeness** i.e. within constraints of time or funding, distinction are made between the phenomenon under study and the context, exhaustive collection of relevant evidence.
- **Consideration of Alternative Perspectives** i.e. rival propositions and analysis of evidence from different perspectives.
- **Display of Sufficient Evidence** i.e. neutral, selective data collection to judiciously and effectively present the most compelling evidence within the Report.
- **Composition in an Engaging Manner** i.e. clear writing style — engagement, enticement and seduction.

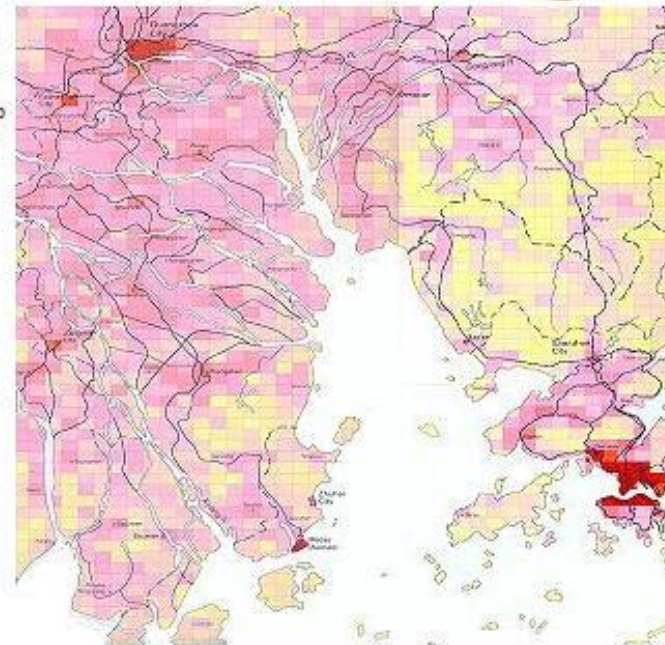
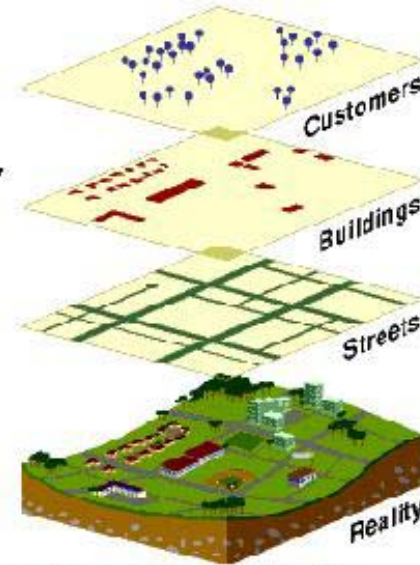
(after Yin 1984, pp. 146-151)

# Example used in Hong Kong Workshop, January 2005



**Risk as a function of Hazard & Vulnerability**

$$R = H \times V$$



Yards  
50 0 50 100 150 200  
x Pump • Deaths from cholera



## The Broad Street Pump





# Good “cases” & “exercises” should

...

- Challenge the dominant paradigm
- Demonstrate the value of research
- Reinforce the potential of partnerships
- Stimulate changes of approach
- Inspire us to identify our “Broad Street Pumps” & to remove their handles

# Risk Management Self Assessment Framework

Improvement suggestions - some things are too important to not share.

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Self-Assessment  
Evaluate Capability



Planning  
Establishing Context  
Analyzing Risk

Communication

Implementation  
Developing Intervention Programs

