

SAND2013-0511P

# Role-Play: Communication in Biorisk Management

*Management & Leadership Forum – February 2013*



# Role-play exercise process

- Divide into groups
- Assign role for group (5 min)
- Review scenario (5 min)
- Group will develop communication plan (45 min) as
  - A sender
  - A receiver
- Schedule appointments with receiver role(s) (5 min)
- BREAK (15 min)
- Attend appointment, present (or receive) message (60 min total; ~10 min/appt)
- Review success of communication in small group (10 min)



# Assign Roles

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- Internal
  - Workforce
  - Biosafety Officer
  - Top Management
- External (pick two):
  - Policy Maker
  - Law Enforcement
  - Emergency Responder
  - Regulatory Commission



# Develop communication strategy

- Review scenario
- Based on the scenario and your role, develop a strategy and actions for:
  - SENDING a message to another role(s)
  - RECEIVING a message
- Use the tools we've discussed the past few days (or your own). Worksheets are available on your table.
- You will have 5 minutes to present (send) your message and 3 minutes to respond to messages sent to you (receiver)





# Schedule an appointment

	SENDER				
RECEIVER	Workforce	BSO	Top Mgmt	Ext Role 1	Ext Role 2
Workforce					
BSO					
Top Mgmt					
Ext Role 1					
Ext Role 2					

# Appointment Process

- For each appointment:
  - The sending group will have 5 minutes to present their message
  - The receiving group will have 3 minutes to respond
- The remaining groups will serve as SILENT observers



# Small group evaluation

- Based on your appointments, discuss the success of the communication
- Would you change your strategy for either sending or receiving?
- If so, how?
- What did you learn as a sender? As a receiver? As an observer?

# LUNCH!!!

*Debrief after lunch. . .*



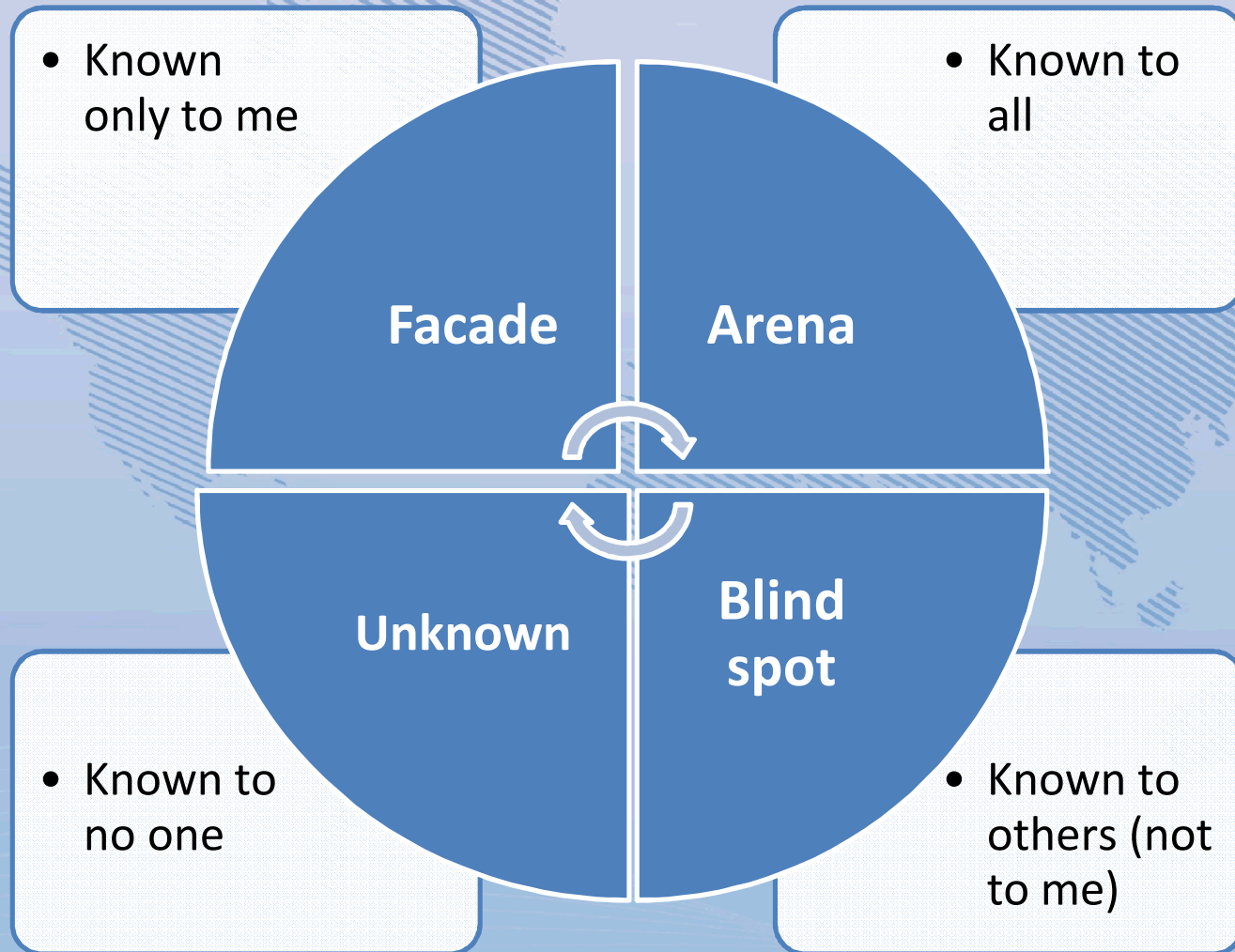
# Conducting a debrief

- Set up a debrief
  - Timely
  - Clearly state the purpose
  - Focus on event, not persons
  - Poll everyone involved
  - Document!
- Cover the essentials (chronology, facts) – what do we KNOW?
- Ask what went well
- Ask what could be improved
- What are next steps for continuous improvement?





# What do we KNOW?



Known as the “Johari” window of opportunity (see references)

# What went well?

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- What was successful?
- How do you measure the success?
- Do these observations and measurements support the performance indicators you developed yesterday?



# What could be improved?

- What were the challenges?
- How could communication be improved if we were to run the scenario again?
- Do these observations and measurements support the performance indicators you developed yesterday? If not, what other performance indicators could you use?



# How can these lessons-learned be applied?

## Review

To wrap-up, let's discuss what we learned about communication during this role-play.

What did we learn?

What does it mean?

Where do we go from here?



# Thank You!





# Guided Exercise: Biorisk Management Communication Challenges

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# Step 1

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- Choose one biorisk management communication challenge from the list generated earlier.
- Each group should work on a different challenge.
- Identify all the stakeholders involved in the communication process for that BRM challenge.
- Take 10 minutes.



## Step 2

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- Choose 3 stakeholders and determine the GOAL of the BRM communication necessary for that stakeholder group.
- Take 10 minutes.



## Step 3

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- Of the three stakeholders from Step 2, choose one.
- For the BRM communication(s) for this stakeholder, determine the:
  - Sender(s) of the message
  - Receiver(s) of the message
- Take 5 minutes



## Step 4

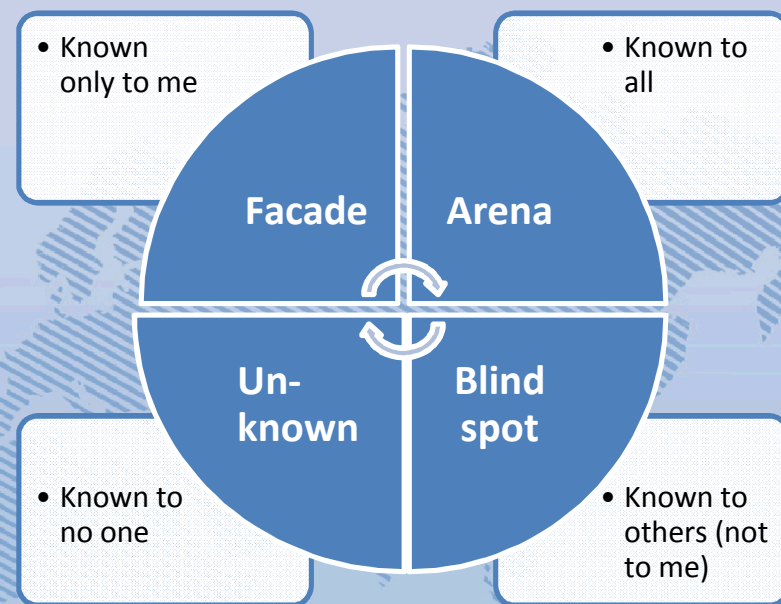
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- List the features of the receiver(s) that might impact their ability to receive and accurately decode the BRM message.
- Take 5 minutes



## Step 5

- Using the Johari window, determine the parts of the message (or the information used to craft it) that are known to:
  - Only the sender
  - All
  - Everyone except the sender
  - No one
- Take 10 minutes



## Step 6

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- Craft a 30 to 50 word message designed to move the receiver (Step 3) to the identified goal (Step 2), using the information gained from Steps 4 and 5.
- Prepare your message both in writing and for verbal presentation.



## Step 7

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- Each group will present their message (either verbally or in writing).
- After the presentation, the audience (the other groups) will have a chance to ask 3 to 5 questions.
- The questions will be recorded but not answered (at this time).



## Step 8

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- Evaluate:
  - As the sender: Do you feel your message was successful?
  - As the receiver: Do you feel the message succeeded?
- Were there differences between written or verbal communication? Why or why not?
- What are the lessons-learned from this activity?

## Biorisk Management Challenge:

[illegible]