Cosgrove Typology of Crisis Decisions

## Extrapolation of Cosgrove Typology

<table>
<thead>
<tr>
<th>Cell in Typology</th>
<th>Urgency</th>
<th>Acceptance</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>2</td>
<td>High</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>3</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>4</td>
<td>High</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>5</td>
<td>Low</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>6</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>7</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>8</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
</tr>
</tbody>
</table>

Workshop Tasks

Task: Using the Cosgrove Typology, formulate one decision that illustrates each of the two cells assigned to your group. Explain how your decision example reflects the three dimensions in the Typology. Use Cosgrove’s examples only for guidance; create your own illustrations.

Group 1 – Cells 1 and 5
Group 2 – Cells 2 and 6
Group 3 – Cells 3 and 7
Group 4 – Cells 4 and 8
Characteristics of Crisis Situations

• Uncertainty
• Urgency
• Emergency Consensus
• Expansion of Citizenship Role
• Deemphasis of Contractual and Impersonal Relationships
• Convergence

Source: Adapted from Dynes, Russell R., E.L. Quarantelli, and Gary A. Kreps. 1972. A Perspective on Disaster Planning. Columbus, Ohio: Disaster Research Center, Ohio State University.
Decision Making in Crisis Situations

- Speed of decision making increases
- Number of decisions increases
- More decisions made at lower levels
- More diffuse structure
- Less consultation
- Higher individual autonomy
- Quicker commitments
- Non-regular tasks
- Ex Post Facto legitimization

Source: Adapted from Dynes, Russell R. and E.L. Quarantelli. 1977. *Organizational Communications and Decision Making In Crises.* (Report Series #17). Columbus, Ohio: Disaster Research Center, Ohio State University.
Functions of An EOC

• Assembly Point
• Coordination
• Policy Decisions
• Operations Management
• Information Gathering
• Disseminate Public Information
• Host VIP Visitors

Four Functional Groups

• The Policy Group
• The Coordinating Group
• The Operational Response Group
• The Field Response Group
Incident Command System (ICS) Organization
Federal Response Plan
12 Emergency Support Functions (ESFs)

1. Transportation
2. Communication
3. Public Works and Engineering
4. Firefighting
5. Information and Planning
6. Mass Care
7. Resource Support
8. Health and Human Services
9. Urban Search and Rescue
10. Hazardous Materials
11. Food
12. Energy


Overhead 21-9
EOC Decision-Making Climate

- Pressure to take action
- Limited and uncertain information
- Shifting priorities
- Overlapping lines of authority and responsibility

Common EOC Problems

• Over Crowding
• Authority Ambiguity
• Inadequate Communication
• Personnel Shifts Over Time

Three Types of Groupthink

• Type I: Overestimates
• Type II: Closed-Mindedness
• Type III: Pressures Toward Uniformity