

EBKM 4 sources & 6 steps https://realkm.com/wp-content/uploads/2018/02/Evidence-based_practice.jpg
Deliberative processes can bring together the 4 sources <https://realkm.com/2020/01/21/managing-in-the-face-of-complexity-part-4-5-appropriate-approaches-5-deliberative-processes/>
Case study of deliberative processes <https://realkm.com/2015/10/29/case-study-knowledge-transfer-sharing-collaborative-learning-governance/>

The dangers of opinion-based management, and how opinions influence decision-making



Bruce Boyes

██████████ this year more than others, I certainly wouldn't want to be living on any low-lying land around Windsor or Richmond.

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Back on 1 January 2021, I predicted that the Hawkesbury-Nepean River in Sydney, Australia would flood, based on the 4 sources of evidence, including my own professional experience managing this river system and knowledge in regard to its climate and hydrology. My prediction was correct.



Unfortunately, much of the decision-making in regard to climate-related risks in Australia, particularly in regard to bushfires and floods, is opinion-based rather than evidence-based. Opinions influence decision-making in a number of ways, three of which are (1) popular but false narratives, (2) organisational bullshit, and (3) dark side KM tactics.

1. Popular but false narratives

The vital knowledge missing from Australia's bushfire crisis debates: Part 2 – The popular narrative and the unpopular scientific knowledge

Among the general public in Australia, there's general ignorance of climate history, as I discuss in two previous articles at <https://bruceboyes.info/category/perspectives/floods/> On top of this, popular but false narratives have swamped scientific knowledge, as I discuss in <https://realkm.com/2020/01/25/the-vital-knowledge-missing-from-australias-bushfire-crisis-debates-part-2-the-popular-narrative-and-the-unpopular-scientific-knowledge/>

2. Organisational bullshit

Confronting indifference toward truth: Dealing with workplace bullshit

Another manifestation of opinion-based decision-making is organisational bullshit (which is defined as being different to lying) <https://realkm.com/go/confronting-indifference-toward-truth-dealing-with-workplace-bullshit/>

There's a controversial plan for Warragamba Dam — some say it could have slowed Sydney's floods

In regard to Sydney flooding, bullshit manifests as the idea that raising the upstream dam will stop or reduce flooding.

But this idea isn't supported by the evidence.

Higher Warragamba Dam wall would not have halted floods, experts say

3. Dark side KM tactics

Goals and Tactics on the Dark Side of Knowledge Management

<https://realkm.com/go/goals-and-tactics-on-the-dark-side-of-knowledge-management/>

A third manifestation of opinion-based decision-making is dark side KM tactics. One such tactic is the deliberate suppression of scientific knowledge, which the government attempted to do in regard to the significant ecological impacts of raising the dam. The suppression of scientific knowledge commonly occurs in Australia, and I've personally experienced it a number of times.

Other leaked documents show the government fought with its lead ecologist over the environmental impact statement (EIS) she was writing, urging her to downplay the impacts of the project.

Research reveals shocking detail on how Australia's environmental scientists are being silenced

<https://theconversation.com/research-reveals-shocking-detail-on-how-australias-environmental-scientists-are-being-silenced-140026>